



## City and County of Swansea

### Notice of Meeting

You are invited to attend a Meeting of the

## Governance & Audit Committee

**At:** Multi-Location Meeting - Gloucester Room, Guildhall / MS Teams

**On:** Wednesday, 14 December 2022

**Time:** 1.30 pm

**Chair:** Paula O'Connor

#### Membership:

Councillors: T J Hennegan, P R Hood-Williams, A J Jeffery, J W Jones, M B Lewis, M W Locke, S Pritchard, K M Roberts, L V Walton and T M White

Lay Member(s): Gordon Anderson, Julie Davies and Philip Sharman

Watch Online: <http://bit.ly/3gHXmR0>

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**Next Meeting:** Wednesday, 11 January 2023 at 2.00 pm

*Huw Evans*

**Huw Evans**  
**Head of Democratic Services**  
**Wednesday, 7 December 2022**  

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**Contact: Democratic Services: - 636923**

# Agenda Item 3



City and County of Swansea

## Minutes of the **Governance & Audit Committee**

Multi-Location Meeting - Gloucester Room, Guildhall / MS

Teams

Wednesday, 9 November 2022 at 2.00 pm

**Present:** Paula O'Connor (Chair) Presided

**Councillor(s)**

P R Hood-Williams  
M W Locke  
T M White

**Councillor(s)**

J W Jones  
S Pritchard  
A S Lewis

**Councillor(s)**

M B Lewis  
L V Walton

**Lay Member(s)**

Julie Davies  
Philip Sharman

**Also Present**

Councillor A S Lewis

Deputy Leader of the Council

**Officer(s)**

Jeremy Parkhouse  
Richard Rowlands  
Debbie Smith  
Ben Smith  
Nick Davies  
David Howes  
Sue Reed  
Jamie Rewbridge

Democratic Services Officer  
Strategic Delivery & Performance Manager  
Deputy Chief Legal Officer  
Director of Finance / Section 151 Officer  
Principal Auditor  
Director of Social Services  
Community Buildings Development Officer  
Strategic Manager Leisure Partnerships, Health & Well Being

**Also Present**

Gillian Gillett

Audit Wales

**Apologies for Absence**

A J Jeffery and K M Roberts

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**54 Disclosures of Personal and Prejudicial Interests.**

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

**55 Minutes.**

**Resolved** that the Minutes of the previous meeting(s) of the Governance & Audit Committee were approved as a correct record, subject to the following amendment: -

Minute No.51 – Joint Presentation – Coming Out of Covid

Amend the last paragraph to: -

The Chair thanked the Officers for providing the presentation and noted that the findings were positive but the sample size required further expanding for the Committee to have assurance.

**56 Internal Audit Monitoring Report Quarter 2 2022/23.**

Nick Davies, Principal Auditor presented a detailed 'for information' report which showed the audits finalised and any other work undertaken by the Internal Audit Section during the period the period 1 July to 30 September 2022.

A total of 16 audits were finalised during the quarter. The audits finalised were listed in Appendix 1 which also showed the level of assurance given at the end of the audit and the number of recommendations made and agreed. Appendix 2 provided a summary of the scope of the reviews finalised during the period.

A total of 84 audit recommendations were made and management agreed to implement all 84 of the recommendations, i.e. 100% of the recommendations made were accepted against our target of 95%.

An analysis of the details in Appendix 3 showed that as at 30/09/22, 25 audit activities from the 2022/23 audit plan had been completed to at least draft report stage (19%), with an additional 30 activities noted as being in progress (23%). As a result, approximately 42% of the audit activities included in the 2022/23 Audit Plan had either completed or were in progress.

Staff sickness within the Internal Audit Team had continued to be significant during the quarter, with a total of 87 days absence recorded. Two members of staff continued to be absent due to long-term sickness and the cumulative sickness in the year to date totalled 119 days.

In addition, two auditors left the team in quarter one and following a successful recruitment campaign, two candidates were due to join the Internal Audit Team in mid-November.

The possible use of agency staff to support the existing resources had also been considered by the Chief Auditor and the Director of Finance but given the current budgetary concerns and Cabinet's decision to seek containment of in year spending by all Directors, the Director of Finance advised against it at this stage.

It was highlighted that three audit reports with a "Moderate" assurance level were issued in the quarter. These were in respect of Destination Lettings 2022/2023,

Rechargeable Works 2022/23 and Western Bay Adoption Service & Adoption Allowances 2022/23.

The Committee discussed the following: -

- Length of time dealing with outstanding invoices / timescales involved in issuing invoices and responses being provided by the service area at the next meeting.
- Long term debt, the recovery processes involved and allowing the service area to provide additional details at the next scheduled meeting.
- Worrying trends developing in respect of financial control.
- Sickness levels within Internal Audit, the ability to complete the Audit Plan and how resources had been redirected towards completing the tier 1 and 2 audits.

The Chair asked if audit could include 'performance' into the scope of their Corporate Governance review, highlighted the escalating costs in respect of the Oracle Cloud project and queried when it would be reviewed. The Principal Auditor stated that the review of Corporate Governance would be reported later in the financial year. He would also liaise with the appropriate staff regarding starting the Oracle Cloud review and update the Committee.

#### **57 Moderate Report - Destination Lettings 2022/23.**

Sue Reed, CPD Development Manager and Jamie Rewbridge, Strategic Manager Leisure Partnerships presented a report which provided an update and response to the 2022 internal audit of Destination lettings.

It was outlined that as a result of an internal audit on the Destination Lettings function carried out in 2022, an assurance level of moderate was given. An action plan, provided at Appendix A, was developed to address the recommendations identified and appropriate implementation steps.

The report addressed the one High Risk (HR) and one Medium risk (MR) identified in the audit. There were detailed as follows: -

- Mumbles Hill Caravan Park  
- Care should be taken to ensure all licensees are invoiced as required. (MR)

Agreed and updated actions – With immediate effect the outstanding invoice identified had been completed. Resource issues had also been addressed.

Checking and monitoring processes were in place and an online service had been investigated.

- Licences should not be renewed if there are significant arrears from previous years. (HR)

Agreed and updated actions – All outstanding debts were now cleared or had repayment plans in place. The team, following legal guidance, undertook for the first time the removal of a caravan off site. Officers would ensure the continuation of this

hard system of recovery following discussions with legal colleagues and further, the proposed online service would also flag issues earlier.

The Committee discussed the following: -

- Delay in addressing the issues raised earlier and the improvements put in place to eradicate future problems.
- The improvements introduced in respect of Langland Beach Huts, which required payment in full up front.
- Payment plans introduced in respect of licences at Mumbles Hill Caravan Park and how an online system would improve the management of payments.
- The unacceptable delay of 4 years in respect of an unpaid licence, how the department experienced great difficulty in getting hold of the licence holder and how new processes were in place to address future problems.
- Whether the Council was best placed to manage the facilities in question and the reasons why both facilities were income generators for the Authority and were very valuable assets.
- Ensuring that the processes put in place by Officers are effective and a future update being provided.

## **58 Corporate Risk Overview - Quarter 2 2022/23.**

Richard Rowlands, Strategic Delivery & Performance Manager presented 'for information' the Quarter 2 2022/23 report which provided an overview of the status of Corporate Risk in the Council to provide assurance to the Committee that key risks were being managed in accordance with the Council's risk management policy and framework.

The following summarised the status of risks recorded in the Corporate Risk Register as at Quarter 2 2022/23:

It was added that there were 6 Red status risks in the Corporate Risk Register as at the end of Q2 2022/23 as follows:

- Risk ID 153. Safeguarding.
- Risk ID 159. Financial Control: MTFP aspects of Sustainable Swansea.
- Risk ID 221 Availability of Domiciliary Care.
- Risk ID 222. Digital, Data and Cybersecurity.
- Risk ID 309. Oracle Fusion.
- Risk ID 319. Escalating Provider Costs.

It was confirmed that all of the corporate risks were recorded as having been reviewed at least once during Q2 and no new risks were added to the Corporate Risk Register. Details of risks de-activated were also listed.

The Chair stated that she had discussed enhancing the report with the Interim Director of Corporate Services, particularly risk assessment methodology.

The Committee discussed the following: -

- Risk ID 159. Financial Control: MTFP aspects of Sustainable Swansea – particularly details of jobs / apprenticeships created via the City Deal.
- Risk ID 221 Availability of Domiciliary Care.
- Management of persistent risks and work being taken to lower the risks.
- How Corporate, Directorate and Service level risks are managed within the Council.
- The Council to consider the concept of applying risk appetite when reviewing its risk management framework.

The Chair requested that details of jobs created by the City Deal be forwarded to the Committee.

## **59 Finance Directorate: Internal Control Environment 2022/2023.**

Ben Smith, Director of Finance provided a 'for information' report which presented the Finance Directorate control environment, including risk management, in place to ensure functions were exercised effectively; there was economic, efficient and effective use of resources, and; effective governance to secure these arrangements.

It was outlined that the Directorate and the associated Director of Finance role, was created following decision of Council in November 2021, followed by appointment at the end of January 2022. In practice it was separated formally with effect from 1 April 2022 at the start of the new financial year.

It was added that the directorate's initial approach to its own operations was based on how it operated as the major part of the former Resources Directorate. As the directorate had a bearing on whole Council activity and finances it also led on as well as participates in many of the common control processes. Details of these areas were listed.

The assurance framework including the key elements and key aspects of the Finance Directorate's arrangements were outlined. It was noted that the wider operational reach of the Directorate meant that its activities were highly geared and often complex.

Details of risk management, business continuity, Performance management / KPI's, planning, decision making, budget, fraud and impropriety, compliance with policies, rules and regulatory requirements and resources management were provided.

The Committee discussed the following: -

- Annual budget and Medium Term Financial Plan agreement.
- Annual Statement of Accounts, particularly current control measures.
- Internal Audit Annual Audit Opinion, particularly the delivery of the Annual Plan and resources within Internal Audit.
- Continued independence of the Chief Auditor.

The Director of Finance was thanked for a detailed and comprehensive review.

## **60 Social Services Directorate: Internal Control Environment 2022/23.**

David Howes, Director of Social Services presented a report which provided the annual review of the (Directorate) control environment, including risk management, in place to ensure: functions are exercised effectively; there was economic, efficient and effective use of resources, and; effective governance to secure these arrangements.

The Director of Social Services provided a broad break down of the Portfolio under the following areas:

- Risk Management and Business Continuity.
- Performance Management and Key Performance Indicators.
- Planning and Decision Making.
- Budget and Resources Management.
- Fraud and Financial Impropriety.
- Compliance with Policies, Rules and Regulatory Requirements.
- Programme and Project Assurance.
- Internal Controls.
- Data Security.
- Partnership / Collaboration Governance.

He emphasised the continued impact of Covid upon the most vulnerable in society, the workforce and the Social Services Directorate. He also highlighted the workforce pressures within the Directorate, particularly with regard to domiciliary care.

The Committee asked a number of questions of the Officer, who responded accordingly. Discussions centred around the following: -

- The excellent detail contained within the report.
- Processes currently in place to manage finances.
- Capacity and resilience of the workforce with regards to domiciliary care, the ongoing recruitment problems and the need for jobs in this area to be better paid in order for the jobs to be attractive.
- Processes in place to address social worker vacancies.
- Deep concern regarding staffing issues which were a national problem and the close monitoring of services by Scrutiny.
- Control measures in place to reduce persistent risks.
- Internal Audit providing business risk assurances regarding ID 221 – Availability of Domiciliary Care.
- Explanation regarding moderate report on Western Bay Adoption Services to be provided by Officers at the next meeting.

The Chair noted the positive report provided by Care Inspectorate Wales. She also requested that the Quarter 3 Risk report included the directorate level risks for Social Services in order to provide the Committee with assurance.



The Director of Social Services was thanked for a detailed and comprehensive review.

**61 Governance & Audit Committee Action Tracker Report.**

The Governance & Audit Committee Action Tracker was reported 'for information'.

**62 Governance & Audit Committee Work Plan 2022/23.**

The Governance & Audit Committee Work Plan was reported 'for information'.

The Chair confirmed that the Annual Review of Performance would be reported to the Committee in December.

She referred to the CIPFA new guidance model and added that she had asked the Chief Legal Officer to look at the Committee's terms of reference to see if changes were required. She would additionally ask the Chief Auditor to examine a CIPFA questionnaire which would allow the Committee to examine its effectiveness.

The meeting ended at 3.57 pm

**Chair**

# Agenda Item 4



## Report of the Chief Auditor

Governance and Audit Committee – 14 December 2022

### Internal Audit Recommendation Follow-Up Report Quarter 2 2022/23

<b>Purpose:</b>	This report provides committee with the status of the recommendations made in those audits where the follow-ups have been undertaken in Q2 2022/23, to allow the Governance and Audit Committee to monitor the implementation of recommendations made by Internal Audit.
<b>Policy Framework:</b>	None
<b>Consultation:</b>	Legal, Finance and Access to Services
<b>Report Author:</b>	Simon Cockings
<b>Finance Officer:</b>	Ben Smith
<b>Legal Officer:</b>	Debbie Smith
<b>Access to Services Officer:</b>	Rhian Millar
<b>For Information</b>	

#### 1. Introduction

- 1.1 The Governance and Audit Committee's Performance Review for 2017/18 was completed in June 2018. One of the recommendations arising from the review was in relation to the tracking of the recommendations made by Internal and External Audit.
- 1.2 This report provides an overview of how recommendations made by Internal and External Audit are tracked and followed-up.

## **2. Standard Follow-up Procedures**

- 2.1 An amended internal audit follow-up procedure was introduced in 2014 as a result of concerns being raised over the failure of management to implement audit recommendations.
- 2.2 The current procedures identify two methods of following-up on the implementation of recommendations made as a result of internal audit reviews for the fundamental audits and non-fundamental audits.

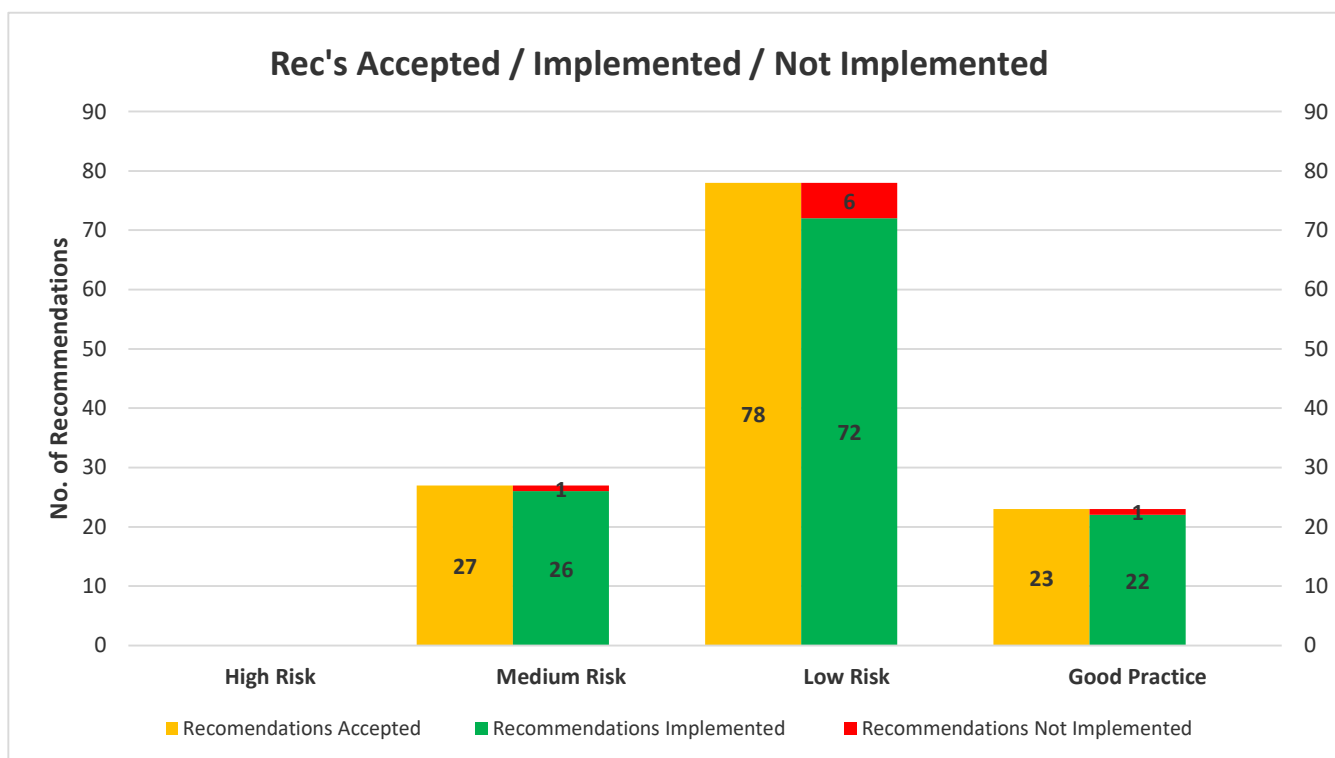
## **3. Fundamental Audits**

- 3.1 These audits are undertaken on a yearly or two-yearly cycle. All fundamental audits are subject to a Recommendation Tracker Exercise each year, which is normally completed as at the end of September.
- 3.2 The exercise involves discussion with the client department to go through the agreed Action Plan together with a limited amount of testing to confirm whether the recommendations have been implemented.
- 3.3 The results of the Recommendation Tracker Exercise is reported to Governance and Audit Committee in a separate Recommendation Tracker Report.

## **4. Non-fundamental Audits**

- 4.1 All other audits that have been given a 'limited' or 'moderate' level of assurance are reported to Governance and Audit Committee as part of the Quarterly Monitoring Reports. All such audits are subject to a detailed follow-up visit within 6 months of the issue of the final report.
- 4.2 The follow-up visit concentrates on 'high risk' and 'medium risk' recommendations, and will include discussion with the client department and limited testing to confirm implementation.
- 4.3 The results of the follow-up visit are reported to Governance and Audit Committee as part of the Quarterly Monitoring Reports.
- 4.4 Where an audit has been given a 'high' or 'substantial' level of assurance, client departments are asked to confirm the implementation of the recommendations via e-mail.
- 4.5 The results of all follow-ups undertaken are logged and recorded on the Audit Management System (Galileo) to ensure completion is monitored appropriately.
- 4.6 The results of the 'high' and 'substantial' assurance audit follow-ups undertaken in Q2 can be found in Appendix 1. A summary of the results can be found in the table and corresponding chart below.

Recommendation Status	Recommendation Risk Rating			
	High Risk	Medium Risk	Low Risk	Good Practice
Accepted	0	27	78	23
Implemented	0	26	72	22
Not Implemented	0	1	6	1



## 5. External Audit Recommendation Tracking

5.1 Whilst it is not practicable to track every external audit recommendation without additional resources and a suitable ICT solution, Scrutiny Programme Committee will receive WAO audit reports and action plans to address recommendations and proposals and will review progress against recommendations within 12 months of the receipt of the report and action plan as their work plan allows. Governance and Audit Committee will also receive reports and action plans for information and it may decide that it wants to prioritise and track specific proposals / recommendations in addition to the oversight undertaken by Scrutiny. This does not include those WAO reports that would be intended specifically for Governance and Audit Committee.

## 6. Integrated Assessment Implications

6.1 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.

6.2 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’.

6.3 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.

6.4 The completion of the Integrated Impact Assessment Screening revealed that:

- The Quarterly Recommendation Tracker Report has a low positive impact across all groups.
- It has been subject to consultation with the Chief Finance & S151 Officer, Legal and Access to Services.
- All Well-being of Future Generations Act considerations are positive and any risks identified are low.
- The overall impact of the Quarterly Recommendation Tracker Report is positive as it will support the Authority in its requirement to protect public funds.

## **7. Financial Implications**

7.1 There are no financial implications associated with this report.

## **8. Legal Implications**

8.1 There are no legal implications associated with this report

**Background Papers:** None.

**Appendices:**

Appendix 1 – Summary of Recommendations Accepted & Implemented.

Appendix 2 – Recommendations Not Implemented

Appendix 3 – Integrated Impact Assessment

## RECOMMENDATION TRACKING REPORT Q2 2022/23

Audit Title	Date Final Issued	Date of Follow up	Assurance Rating	Recommendations								Total Recs Acc'd	Total Recs Imp'd	Total Rec Not Imp'd*	Comments
				HR		MR		LR		GP					
				A	I	A	I	A	I	A	I				
Trade Refuse & Skip Hire	14/10/20	31/08/22	Substantial	0	0	4	4	8	7	1	1	13	12	1	2.1.3 The delays are due to ICT not being able to support the procurement / installation of a new system. The service area has raised a corporate risk due to delays in the improvements. They are progressing as quickly as possible, though at a slow timescale dictated by ICT input.
Learning Disability Recharges	16/09/21	27/07/22	Substantial	0	0	3	3	4	4	0	0	7	7	0	
Rights of Way (now called Countryside Access Team)	29/09/21	28/07/22	High	0	0	0	0	4	4	1	1	5	5	0	
Music Service	30/09/21	26/08/22	Substantial	0	0	1	1	0	0	2	2	3	3	0	
Archives	09/12/21	28/07/22	Substantial	0	0	4	3	5	4	0	0	9	7	2	2.10.1 - Archives have no budget for a comprehensive revaluation of the collection. 2.14.2 Archives have filled in the checklist as requested but a conversation around these checklists needs to take place as in this case Kim just sent it to himself as DPO
sQuid School Meal Income (Thematic)	30/03/22	28/07/22	Substantial	0	0	2	2	11	11	1	1	14	14	0	
St Helen's Ground	26/04/22	02/08/22	Substantial	0	0	2	2	1	1	0	0	3	3	0	

## RECOMMENDATION TRACKING REPORT Q2 2022/23

Communications & Public Relations Team	19/05/22	06/09/22	High	0	0	0	0	3	3	0	0	3	3	0	
Burials and Cremations - Swansea Crematorium.	19/05/22	06/09/22	Substantial	0	0	0	0	9	8	0	0	9	8	1	2.9.1 a) GDPR training – this is part completed as we have had unprecedented absences/illness etc; but I will send a reminder to mop up the outstanding few.
Land Searches	17/06/21	22/07/22	High	0	0	0	0	1	1	2	1	3	2	1	2.4.2 - The business continuity plan is still currently in progress to be completed.
Transport Depot	25/05/22	08/09/22	Substantial	0	0	0	0	7	7	3	3	10	10	0	
Education - Review of Contracts	10/05/22	07/09/22	Substantial	0	0	1	1	0	0	0	0	1	1	0	
Clydach - Plant Hire	03/09/21	08/09/22	Substantial	0	0	1	1	2	2	4	4	7	7	0	
Behaviour Support Team (Prev Behaviour & Learning Support)	19/10/21	08/09/22	Substantial	0	0	1	1	6	6	4	4	11	11	0	
Tourism & Marketing	24/05/22	08/09/22	High	0	0	0	0	5	4	1	1	6	5	1	2.3.5 - A monthly review of the Accounts Receivable system will be carried out to monitor and chase unpaid invoices in September.
Disaster Recovery & Business Continuity	21/03/22	09/09/22	Substantial	0	0	3	3	5	4	2	2	10	9	1	(2.2.6 /2.3.2 b). IT are in the planning stage of building a new data centre in the Guildhall so until this is complete. Its difficult to achieve the recommendation of identifying the costs of another recovery site.



RECOMMENDATION TRACKING REPORT Q2 2022/23

Swansea Children's' Centre & Mayhill Family Centre	30/06/22	13/09/22	Substantial	0	0	2	2	4	3	1	1	7	6	1	2.9.2 - The taking home of vehicles should be approved by the HOS with the employee paying the required contribution. Cari has completed the form on line but have had no further comms as to whether this has been resolved.
ICT Administration (now to Inc. IT Assets)	08/06/22	14/09/22	Substantial	0	0	1	1	3	3	0	0	4	4	0	
Blue Badges	16/06/22	28/09/22	Substantial	0	0	2	2	0	0	1	1	3	3	0	
				0	0	27	26	78	72	23	22	128	120	8	93.8%

\*Further details on the recommendations that have not been implemented are reported in Appendix 2

**Key**

**HR** - High Risk. **MR** - Medium Risk. **LR** - Low Risk. **GP** - Good Practice.

**A** - Accepted. **I** - Implemented

## RECOMMENDATION TRACKING REPORT Q2 2022/23 - REC'S NOT IMPLEMENTED

Audit Title	Date Final Issued	Date of Follow up	Assurance Rating	Recommendations Not Implemented				
				Report Ref	Risk Rating	Agreed Imp. Date	Recommendation	Reason / Comments
Archives	09/12/21	28/07/22	Substantial	2.10.1	MR	Immediately	Consideration should be given to having an updated valuation carried out in order to ensure that the current value of the archive collection is fully covered.	Archives have considered this and there is no budget for a comprehensive revaluation of the collection.
				2.14.2	LR	Immediately	The GDPR Checklist should be reviewed on an annual basis and an updated copy sent to the Data Protection Officer each year.	Archives have filled in the checklist as requested but a conversation around these checklists needs to take place as in this case Kim Collis just sent it to himself as DPO
Trade Refuse & Skip Hire	14/10/20	31/08/22	Substantial	2.1.3	LR	Mar-22	The Head of Service should confirm whether the Duty of Care customer transfer notes are required.	The implementation delays are due to ICT not being able to support the procurement / installation of a new system. The service area has raised a corporate risk due to delays in the improvements. They are progressing as quickly as possible, though at a slow timescale dictated by ICT input.
Burials and Cremations - Swansea Crematorium.	19/05/22	06/09/22	Substantial	2.9.1 a)	LR	Jun-22	All staff should complete GDPR training every two years.	GDPR training – this is part completed due to unprecedented absences/illness etc; a reminder will be sent to mop up the outstanding few yet to complete the training.
Land Searches	17/06/21	22/07/22	High	2.4.2	GP	Apr-22	A Business Continuity Plan should be completed for the Land Searches Team.	The business continuity plan is still currently in progress and has yet to be completed.
Tourism & Marketing	24/05/22	08/09/22	High	2.3.5	LR	May-22	A monthly review of the Accounts Receivable system should be carried out to monitor and chase unpaid invoices.	A monthly review of the Accounts Receivable system will be carried out to monitor and chase unpaid invoices in September.

## RECOMMENDATION TRACKING REPORT Q2 2022/23 - REC'S NOT IMPLEMENTED

Disaster Recovery & Business Continuity	21/03/22	09/09/22	Substantial	2.2.6 & 2.3.2 b)	LR	Jun-22	The costs of Recovery sites should be established with a formal assessment and decision taken. Related risks should be recorded in the Councils risk registers.	IT are in the planning stage of building a new data centre in the Guildhall so until this is complete its difficult to achieve the recommendation of identifying the costs of another recovery site.
Swansea Children's Centre & Mayhill Family Centre	30/06/22	13/09/22	Substantial	2.9.2	LR	Jul-22	The taking home of vehicles should be approved by the HOS with the employee paying the required contribution.	The manager has completed the form on line but have had no further comms as to whether this has been resolved.

**Key**

**HR** - High Risk. **MR** - Medium Risk. **LR** - Low Risk. **GP** - Good Practice.

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

**Which service area and directorate are you from?**

Service Area: Internal Audit

Directorate: Resources

**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:**

Quarterly report to the Governance and Audit Committee outlining the follow up work undertaken by the Audit Team in the period.

**Q2 What is the potential impact on the following: the impacts below could be positive (+) or negative (-)**

n/a – no impact

	High Impact		Medium Impact		Low Impact		Needs further investigation
	+	-	+	-	+	-	
Children/young people (0-18)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Older people (50+)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Any other age group	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Future Generations (yet to be born)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Disability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Race (including refugees)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Asylum seekers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gypsies & travellers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Religion or (non-)belief	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input 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"/>
Sexual Orientation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gender reassignment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Welsh Language	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Poverty/social exclusion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Carers (inc. young carers)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Community cohesion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" 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"/>

# Integrated Impact Assessment Screening Form

**Q3 What involvement has taken place/will you undertake e.g. engagement/consultation/co-productive approaches?  
Please provide details below – either of your activities or your reasons for not undertaking involvement**

Consultation undertaken with the Director of Finance & S151 Officer, Legal, Access to Services, the Corporate Management Team and Heads of Service.

**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

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**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

Council Services included within the Internal Audit planned programme of work for 2021/22 will be subject to internal audit reviews which may result in recommendations being made to improve compliance with Council policies and procedures and consequentially may result in changes to operations/processes within service areas if required.

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**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.)*

To update committee on the follow up work undertaken by Internal Audit in the period.

# Integrated Impact Assessment Screening Form

## Outcome of Screening

**Q8 Please describe the outcome of your screening below:**

The completion of the Integrated Impact Assessment Screening revealed that:

- The Quarterly Recommendation Tracker Report has a potentially low positive impact across a number of identified groups.
- It has been subject to consultation with the Director of Finance & S151 Officer, Legal and Access to Services.
- All WFG considerations are positive and any risks identified are low.
- The overall impact of the Quarterly Recommendation Tracker Report is positive as it will support the Authority in its requirement to protect public funds.

(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.

<b>Screening completed by:</b>
<b>Name: Simon Cockings</b>
<b>Job title: Chief Auditor</b>
<b>Date: 07/04/21</b>
<b>Approval by Head of Service:</b>
<b>Name: Ben Smith</b>
<b>Position: Director of Finance &amp; S151 Officer</b>
<b>Date: 12/04/21 (e-mail)</b>

Please return the completed form to [accesstoservices@swansea.gov.uk](mailto:accesstoservices@swansea.gov.uk)

# Agenda Item 5



## Report of the Chief Auditor

Governance & Audit Committee – 14 December 2022

### Fundamental Audits 2021/22 Recommendation Tracker

<b>Purpose:</b>	This report provides a summary of the recommendations made following the fundamental audits in 2021/22 and identifies whether the agreed recommendations have been implemented.
<b>Policy Framework:</b>	None
<b>Consultation:</b>	Legal, Finance, Access to Services
<b>Report Author:</b>	Simon Cockings
<b>Finance Officer:</b>	Ben Smith
<b>Legal Officer:</b>	Debbie Smith
<b>Access to Services Officer:</b>	Rhian Millar
<b>For Information</b>	

#### 1. Introduction

- 1.1 The Internal Audit Section has defined follow up procedures which are designed to provide assurance that agreed recommendations have been implemented by management within the agreed timescales. For fundamental audits, a Recommendations Tracker exercise is completed each year where the auditor will review the actions taken to implement the agreed recommendations.
- 1.2 The fundamental audits are the systems which are so significant to the achievement of the Council's objectives that they are audited either annually or every two years.
- 1.3 The Recommendations Tracker identifies the actions agreed by management at the end of each fundamental audit and confirms

whether the accepted recommendations have been implemented by the agreed date.

- 1.4 This report summarises the position as at 30 September 2022 on the implementation of the recommendations made following the 2021/22 fundamental audits.

## **2. Recommendations Tracker 2021/22**

- 2.1 The following systems are considered to be fundamental and until 31 March 2014 were subject to an annual audit.

- Main Accounting System (2)
- Fixed Assets (2)
- Housing and Council Tax Benefit (2)
- Council Tax (2)
- NNDR (1)
- Cash (2)
- Accounts Payable (1)
- Accounts Receivable (1)
- External Investments and Borrowing (2)
- Pension Fund Investments (2)
- Employee Services (Payroll) (1)
- Pensions Administration (2)
- Teachers Pensions (2)
- Housing Rents (2)

- 2.2 From 2014/15, a risk based approach was taken to determine the required frequency of fundamental audits. Any audits which had received the highest level of assurance for 3 consecutive years were moved to a 2 year cycle. The number of years between each audit is shown in brackets above and is subject to an annual review as part of the audit planning process. It should also be noted that following the completion of the 2021/22 fundamental audits, 10 out of the 14 audits have received a High Assurance rating, three audits have a substantial assurance rating (NNDR, Accounts Payable and Employee Services) and one has a moderate assurance rating (Accounts Receivable) as at the time of the last audit.

- 2.3 Appendix 1 shows, for each fundamental audit, the number of recommendations made following the 2021/22 audits and whether they have been implemented, partly implemented, not implemented or are not yet due.



2.4 The position as at the 30 September of the 61 recommendations made is summarised in the following table:

<b>Recommendations</b>	<b>Number</b>	<b>%</b>
Implemented	36	59
Partly Implemented	8	13
Not Implemented	10	16
Not Yet Due	7	12
<b>Total</b>	<b>61</b>	<b>100</b>

2.5 Ignoring the recommendations which are not yet due for implementation, the percentage of recommendations implemented by 30 September 2022 is 67%.

2.6 An analysis of classification of the recommendations noted as partly or not implemented is attached in Appendix 2 and further details of the recommendations can be found in Appendix 3.

2.7 Appendix 2 and 3 show that the majority of the recommendations that have either been partly implemented or have not been implemented relate to the Accounts Receivable and Accounts Payable audits. These audits continue to be completed on an annual basis and as a result the implementation of the outstanding recommendations will be reviewed as part of the 2022/23 audits. Note that the remaining outstanding recommendations relating to Employee Services, Business Rates and Housing Rents are all classed as either low risk or good practice recommendations. These will be followed up when the audits are next completed.

### **3. Conclusion**

3.1 Overall the results of the Recommendations Tracker exercise to the 30<sup>th</sup> September 2022 are positive with 36 (67%) of agreed recommendations due for implementation being implemented.

3.2 A small number of recommendations still require work to implement or are due for implementation prior to the end of the financial year. Progress on the implementation of these recommendations will be reviewed during the completion of the next audit. However, it should be noted as shown in Appendix 3, the implementation of a number of the recommendations is dependent on the implementation of the Oracle Fusion Project which is due to be completed in April 2023.

3.3 The Accounts Receivable and the Accounts Payable fundamental audits are completed on an annual basis and the results of the current year audits will be reported to Committee in due course.

## **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 The completion of the Integrated Impact Assessment Screening revealed that:

- The Fundamental Audit Recommendation Tracker Report has a low positive impact across all groups.
- It has been subject to consultation with the Chief Finance & S151 Officer, Legal and Access to Services.
- All Well-being of Future Generations Act considerations are positive and any risks identified are low.
- The overall impact of the Fundamental Audit Recommendation Tracker Report is positive as it will support the Authority in its requirement to protect public funds.

**5. Financial Implications**

5.1 There are no financial implications associated with this report.

**6. Legal Implications**

6.1 There are no legal implications associated with this report.

**Background Papers:** Fundamental Audit Reports 2021/22

**Appendices:** Appendix 1 – Implementation of Recommendations  
Appendix 2 – Classification of Recommendations  
Appendix 3 – Not or Partly Implemented Recommendations  
Appendix 4 – Integrated Impact Assessment

**Fundamental Audits 2021/22  
Implementation of Recommendations**

Audit	Recommendations				Total No. of Recs.
	Implemented	Partly Implemented	Not Implemented	Not Yet Due	
<b>Fixed Assets (Capital Accounting)</b>	0	0	0	0	0
Main Accounting*	0	0	0	0	0
<b>Housing &amp; Council Tax Benefit</b>	5	0	0	3	8
Cash*	0	0	0	0	0
<b>NNDR</b>	4	1	0	3	8
Council Tax*	0	0	0	0	0
<b>Accounts Receivable</b>	6	5	1	0	12
<b>Accounts Payable</b>	4	0	8	0	12
Treasury Management - B&I*	0	0	0	0	0
<b>Pension Fund Investments</b>	1	0	0	0	1
<b>Employee Services (Payroll)</b>	10	2	0	0	12
<b>Pensions Admin</b>	1	0	0	0	1
<b>Teachers Pensions</b>	1	0	0	0	1
<b>Housing Rents</b>	4	0	1	1	6

**Fundamental Audits 2021/22**  
**Classification of Recommendations**

Audit	Partly Implemented				Not Implemented			
	HR	MR	LR	GP	HR	MR	LR	GP
<b>Fixed Assets (Capital Accounting)</b>	0	0	0	0	0	0	0	0
Main Accounting*	0	0	0	0	0	0	0	0
<b>Housing &amp; Council Tax Benefit</b>	0	0	0	0	0	0	0	0
Cash*	0	0	0	0	0	0	0	0
<b>NNDR</b>	0	0	1	0	0	0	0	0
Council Tax*	0	0	0	0	0	0	0	0
<b>Accounts Receivable</b>	1	1	3	0	0	1	0	0
<b>Accounts Payable</b>	0	0	0	0	0	1	5	2
Treasury Management - B&I*	0	0	0	0	0	0	0	0
<b>Pension Fund Investments</b>	0	0	0	0	0	0	0	0
<b>Employee Services (Payroll)</b>	0	0	1	1	0	0	0	0
<b>Pensions Admin</b>	0	0	0	0	0	0	0	0
<b>Teachers Pensions</b>	0	0	0	0	0	0	0	0
<b>Housing Rents</b>	0	0	0	0	0	0	1	0
<b>Total</b>	<b>1</b>	<b>1</b>	<b>5</b>	<b>1</b>	<b>0</b>	<b>2</b>	<b>6</b>	<b>2</b>

\* Audits not due in 2021/22

Key

HR - High Risk

MR - Medium Risk

LR - Low Risk

GP - Good Practice

**Fundamental Audits 2021/22 - Recommendation Tracker**  
**Not or Partly Implemented Recommendations**

Report Ref	Recommendation	Class	Agreed Action/ Comments	Responsibility for Implementation	Implementation Date	Action Taken
<b>Accounts Receivable</b>						
<b>Disputes</b>						
2.2.4	The Director of Finance should be asked to raise the issue of long-standing disputed invoices at CMT, and highlight invoices which have not been addressed by services for over 90 days.	MR	A request will be sent to the Director of Finance	SW/MD	May-22	<b>Not implemented</b>
2.2.6	Efforts should continue to be made to address invoices that have been classed as "Dispute". Income should be clawed back from a service if a "Dispute" is not resolved within six months. (Previous audit recommendation)	LR	Old Dispute Review process will continue to be carried out periodically	MD/LB	Aug-22	<b>Part Implemented</b> - LB is currently working through these, making good progress
<b>Debt Recovery</b>						

**Fundamental Audits 2021/22 - Recommendation Tracker**  
**Not or Partly Implemented Recommendations**

3.6.3	All invoices should be escalated on a timely basis in accordance with established protocols. Where debtors have not paid within the timescales allowed, a decision should be made on whether to refer the invoice to Legal, or write it off. (Previous audit recommendation)	HR	Monthly Debt Recovery Activity meetings will continue to be held with AR Team Leader and Debt Recovery Officers. Targets and priorities will be regularly reviewed and set as part of this process until the outstanding debt backlog reduces to a manageable level and normal review processes can be recommenced (Dunning 2 list). Quarterly liaison meetings will be held with the Legal Debt Recovery Section to monitor referrals and discuss issues. Every effort will be made to review and progress outstanding debts to Legal Department in as timely a manner as possible, however resource restrictions and challenges remain which will hinder progress.	MD/LB	Apr-23	<b>Part Implemented.</b> We are currently working through old debts but have lost a member of staff & will be losing another member of staff in 2 weeks so very short staffed. We are referring to Legal but can't get to the back log yet. Work in progress
3.6.4	The backlog of invoices should be addressed at the earliest opportunity. (Previous audit recommendation)	MR	As above	MD/LB	Apr-23	<b>Part Implemented - Not Implemented fully – As above</b>
<b>Invoices with Legal</b>						
3.7.3	The review of all invoices with the status of "referred to Legal" should continue with officers in Legal. (Previous audit recommendation)	LR	Work will continue to review and reconcile the invoices that have been referred to Legal. Significant progress has been made in 2021/2022.	MD/LB	Mar-23	<b>Part Implemented – Work in progress</b>
<b>GDPR/Data Retention</b>						

**Fundamental Audits 2021/22 - Recommendation Tracker**  
**Not or Partly Implemented Recommendations**

3.11.4	All physical/electronic records must be disposed of in accordance with the Council's official retention policy.	LR	Records will be reviewed and securely destroyed/deleted as appropriate	LB	Aug-22	<b>Part Implemented</b> – This work is being carried out after the office duties have been completed, once a week from the office
<b>Accounts Payable</b>						
<b>Duplicate and Erroneous Payments</b>						
2.4.2	Errors and duplicates identified should be reported to, and monitored by, Management. (Previous Audit Recommendation)	LR	Agree with recommendation but due to Oracle Cloud project AP and Purchasing Manager will find it difficult to resource this.  Will raise with service centre manager.	Neil Payne	Nov-22	<b>Not implemented</b>  Target - after Oracle Fusion Go-live. Council currently working towards Apr23 go-live date.
2.4.4 a) & b)	Communications should be issued to all staff who have the ability to raise purchase orders, reminding them that the order should be raised in advance and not retrospectively. In exceptional circumstances where Orders are raised retrospectively, sufficient checks should be undertaken to ensure payment has not already been made. (Previous Audit Recommendation)	LR	Agreed but difficult to implement due to Oracle Cloud project and resource in the Purchasing team.  1. NP – will look to include retrospective PO policy when updating Accounting Instructions. 2. NP to work with Purchasing and AP team to review retro PO process and links to duplicate payments	Neil Payne	1.After Oracle Fusion project go-live. Nov22  2.Dependant on purchasing resource. Approx July 22.	1) <b>Not implemented</b> Target - after Oracle Fusion Go-live. Council currently working towards Apr23 go-live date. 2.) <b>Not implemented</b> - team do not have resource to review.



**Fundamental Audits 2021/22 - Recommendation Tracker**  
**Not or Partly Implemented Recommendations**

2.2.4 c) & 2.4.6	The in-house duplicate payment checks should be undertaken on Pensions AP as well as CCS Services.	MR	Agreed – however unable to update reports due to Oracle Cloud project. Will look to include in Oracle Fusion but due to other priorities can't confirm when.	NJ	After go-live in Oracle Fusion.Nov22	<b>Not implemented</b>
<b>Unallocated Suppliers Credits on the System</b>						
2.10.3	Procedure Notes should be reviewed and updated if necessary.	GP	Agreed – unlikely to take place until after Oracle implementation	NP	After Oracle Fusion go-live. Nov22	<b>Not Implemented</b> Target - after Oracle Fusion Go-live. Council currently working towards Apr23 go-live date.
<b>Supplier with Address of Cashiers</b>						
2.13.5	The procedure note for Cheque Collection to be updated. (Previous Audit Recommendation)	GP	Agreed – unlikely to take place until after Oracle implementation	NP	After Oracle Fusion go-live. Nov22	<b>Not Implemented</b> Target - after Oracle Fusion Go-live. Council currently working towards Apr23 go-live date.
<b>Data Protection</b>						
2.17.1	All Service Manager's must complete a GDPR Manager's Checklist and return it to the Data Protection Officer	LR	Agreed – unlikely to take place until after Oracle implementation	NP	After Oracle Fusion go-live. Nov22	<b>Not Implemented</b> Target - after Oracle Fusion Go-live. Council currently working towards Apr23 go-live date.

**Fundamental Audits 2021/22 - Recommendation Tracker**  
**Not or Partly Implemented Recommendations**

2.17.3	All records must be disposed of in accordance with the Council's official retention policy	LR	Agreed – ongoing	NP	Jul-22	<b>Not Implemented</b> Target - after Oracle Fusion Go-live. Council currently working towards Apr23 go-live date
<b>Other Issues – Accounting Instructions</b>						
2.18.1	Accounting Instructions No's 4 & 5 should be reviewed and updated.  (Previous Audit Recommendation)	LR	Agreed – unlikely to take place until after Oracle implementation	NP	After Oracle Fusion go-live. Nov22	<b>Not Implemented</b> Target - after Oracle Fusion Go-live. Council currently working towards Apr23 go-live date
<b>Employee Services - Payroll</b>						
<b>Leavers</b>						
2.3.1	Action should be taken to ensure that the invoice raised for overpayments are paid and a record of steps taken noted on Oracle.	LR	We receive the 60 day outstanding debt and invoices on dispute emails from accounts receivable and this is reviewed to ensure address details are still accurate and all disputes resolved, outside of this the invoice has to follow the normal AR debt recovery procedure, speaking to Michelle Davies the AR manager the debt recovery officers from the AR section are still working on debts as far back as 2015, all disputes are resolved immediately.	Continue to review as we do, MD confirmed there is not anything further we can do	Sep-21	<b>Part Implemented</b> – spoke to MD at the time but this has been raised again as part of the 2022 audit so will look at further under that tracker
<b>Overpayments</b>						

**Fundamental Audits 2021/22 - Recommendation Tracker**  
**Not or Partly Implemented Recommendations**

2.4.2	The Overpayments Log should be regularly reviewed and updated with recovery action taken to ensure that overpayments are recovered.	GP	This is common practice and carried out by the supervisors on a monthly basis, all entries are colour coded, green where recovery is complete, yellow where an invoice has been raised or a recovery plan in place, see above meeting with AR once an invoice is raised it follows the debt recovery process.	JJ/AFB/RM	Sep-21	<b>Part implemented</b> – Spreadsheet has always been reviewed further discussions to take place with AR re debt recovery
<b>Business Rates (NNDR)</b>						
<b>Reliefs and Exemptions</b>						
2.3.5	Arrangements should be made to ensure all vacant properties are visited in timely fashion and recorded on the W2 or the Northgate system.	LR	Agreed – need to review the process that selects properties for visits.	M Webborn/A Thomas	Jun-22	<b>Partially implemented</b> - delayed by lack of resources in Control Section to review how reports extracted for inspections. Should be complete by 31.8.22
<b>Housing Rents</b>						
<b>GDPR</b>						
2.16.1 a)	All staff in the team must complete the corporate GDPR training course every two years.	LR	Agreed	PL/HD	Jun-22	<b>Not Implemented</b> – staff reminded to take course urgently in Sept 22

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

**Which service area and directorate are you from?**

Service Area: Internal Audit

Directorate: Resources

**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:**

Quarterly report to the Governance and Audit Committee outlining the follow up work undertaken by the Audit Team in the period.

**Q2 What is the potential impact on the following: the impacts below could be positive (+) or negative (-)**

n/a – no impact

	High Impact		Medium Impact		Low Impact		Needs further investigation
	+	-	+	-	+	-	
Children/young people (0-18)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Older people (50+)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Any other age group	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Future Generations (yet to be born)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Disability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Race (including refugees)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Asylum seekers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gypsies & travellers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Religion or (non-)belief	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input 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"/>
Sexual Orientation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gender reassignment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Welsh Language	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Poverty/social exclusion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Carers (inc. young carers)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Community cohesion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" 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"/>

# Integrated Impact Assessment Screening Form

**Q3 What involvement has taken place/will you undertake e.g. engagement/consultation/co-productive approaches?  
Please provide details below – either of your activities or your reasons for not undertaking involvement**

Consultation undertaken with the Chief Finance & S151 Officer, Legal, Access to Services.

**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**

Council Services included within the Internal Audit planned programme of work for 2021/22 will be subject to internal audit reviews which may result in recommendations being made to improve compliance with Council policies and procedures and consequentially may result in changes to operations/processes within service areas if required.

---

**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.)*

## Integrated Impact Assessment Screening Form

To update committee on the follow up work undertaken by Internal Audit in the period in relation to tracking the implementation of the recommendations in the Fundamental Audits completed in 2020/21.

### Outcome of Screening

**Q8 Please describe the outcome of your screening below:**

The completion of the Integrated Impact Assessment Screening revealed that:

- The Fundamental Audit Recommendation Tracker Report has a potentially low positive impact across a number of identified groups.
- It has been subject to consultation with the Chief Finance & S151 Officer, Legal and Access to Services.
- All WFG considerations are positive and any risks identified are low.
- The overall impact of the Fundamental Audit Recommendation Tracker Report is positive as it will support the Authority in its requirement to protect public funds.

(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.

<b>Screening completed by:</b>
<b>Name: Simon Cockings</b>
<b>Job title: Chief Auditor</b>
<b>Date: 19/10/21</b>
<b>Approval by Head of Service:</b>
<b>Name: Ben Smith</b>
<b>Position: Chief Finance &amp; S151 Officer</b>
<b>Date: 19/10/21 (e-mail)</b>

Please return the completed form to [accesstoservices@swansea.gov.uk](mailto:accesstoservices@swansea.gov.uk)

# Agenda Item 6



## Report of the Head of Housing and Public Health

Governance and Audit Committee – 14 December 2022

### Response to the Rechargeable Works Report 2022/23

<b>Purpose:</b>	To provide an update and response to the 2022 internal audit of Rechargeable Works
<b>Report Author:</b>	Paula Livingstone – Divisional Environmental Health Officer, Pollution Control & Private Sector Housing
<b>Finance Officer:</b>	Aimee Dyer
<b>Legal Officer:</b>	Debbie Smith
<b>Access to Services Officer:</b>	Rhian Millar
<b>For Information</b>	

#### Service response to the internal audit of Rechargeable Works

##### 1. Introduction

- 1.1 As a result of an internal audit of the Rechargeable Works (RW) procedures in Public Health completed in August 2022, an assurance level of Moderate was given.
- 1.2 This report addresses the one High Risk (HR) and one Medium Risk (MR). There were additionally one Low Risk (LR) and one Good Practice (GP) item.
- 1.3 An action plan was developed in response to the findings and responsibilities assigned for implementation. This is appended to this report at Appendix A. The action plan includes all the recommendations from the audit and associated actions.
- 1.4 It should be noted that actions to address the Low Risk and Good Practice recommendations have been completed.

1.5 The action plan identified one Medium Risk action:

**Recharges to Property Owners/Tenants**

(2.2.3 & 2.2.4) All invoices should be created promptly.

**Progress to date/agreed and updated actions:**

There have been some historic issues with lack of staff resources in the team dealing with this area of work. Rechargeable works (RWs) where invoices were yet to be created were reviewed to ensure all those invoices, where full costs were available, were created within two weeks of the audit recommendation. Invoicing procedures were highlighted in the officer's 1-2-1 meeting in September and were included as a standing item for future meetings.

The Senior Public Health Support Officer, dealing with the RW process, resigned in early October 2022. The post is currently vacant and may not be filled due to potential budget restrictions. This will be reviewed once the Council's revenue budget for 2023/24 is set, however reduced resource in this area has an adverse impact on rechargeable works procedures and other Service support work, including management of the team and oversight of rechargeable works. Invoicing is being done, but subsequent reviews have not yet been carried out.

1.6 The action plan identified one High Risk action:

**Monitoring arrears**

(2.3.2 & 2.3.3) The unpaid invoices report should be reviewed and contact made with the customer to encourage payment. Notes of any contact should be then be recorded on the Accounts Receivable (AR) system.

**Progress to date/agreed and updated actions:**

A meeting took place after the audit with our Principal Finance Partner regarding monitoring of unpaid invoices. A plan was put in place to review old invoices and to report to the Cabinet Member to write-off old invoices where no recovery action is possible e.g. where the person invoiced could not be found, had died with no estate, or where the debt was below the agreed level for legal action. This report is due to be reported to the Cabinet Member in Q4 of 2022/23, not Q1 as that was a typographical error in the action plan.

Staffing resources do not allow for a review of 60 day report each month, but time was planned to be spent to review unpaid invoices wherever possible to try to reduce RW debt. Relevant notes are added to the invoice on the AR system. It was noted that this item has been classed as High Risk, but that procedures are already in place for AR team to refer debts for write-off and to Legal and as such there is shared corporate responsibility for trying to increase debt recovery .

Since October, the vacant Senior Public Health Officer post has had an adverse impact and resulted in reduced resources available to deal with



monitoring arrears. As indicated, filling of this post will be reviewed once Council budgets are set for the 2023/24 financial year.

It has been confirmed that procedures are already in place in Finance Accounts Receivable (AR) for contacting customers who have unpaid debts. Duplication of this work is not necessary. A review of the process for debt recovery actions across all relevant Services could assist in streamlining the process. Such a review would need to be considered and agreed by all relevant Services.

We now aim to review unpaid invoices every two months with current staffing resources to ensure that any updates, e.g. change of address for the invoice recipient, have amendments instigated with AR for new invoices to be issued.

Details of unpaid invoices will be reviewed, starting in Q4 2022/23 and reports prepared for Head of Service authorisation if the enforced sale process can be instigated under The Law of Property Act 1925 following an established Service procedure. The legal process specifically relates to empty properties if specific criteria apply and allows the local authority to recover debts owed if they can be made as a charge against the property.

## **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.

2.1.1 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'.

2.1.2 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.

2.1.3 AN IIA screening (Appendix B) has been undertaken which confirms there are no equality and engagement implications associated with this report as it addresses internal processes and risk of non-compliance, with no impact on the relevant protected groups.

### **3. Financial Implications**

3.1 There are no financial implications other than the invoicing for rechargeable works and debt recovery that are the subject of the rechargeable works procedure.

### **4. Legal Implications**

4.1 There are no legal implications.

**Background Papers:** None.

#### **Appendices:**

Appendix A - Management Action Plan – Rechargeable Works 2022/23.

Appendix B - Integrated Impact Assessment Screening Form.

## Classification of Audit Recommendations

Recommendation	Description
High Risk	Action by the client that we consider <b>essential</b> to ensure that the service / system is not exposed to <b>major risks</b> .
Medium Risk	Action by the client that we consider <b>necessary</b> to ensure that the service / system is not exposed to <b>significant risks</b> .
Low Risk	Action by the client that we consider <b>advisable</b> to ensure that the service / system is not exposed to <b>minor risks</b> .
Good Practice	Action by the client where we consider <b>no risks</b> exist but would result in better quality, value for money etc.

## Audit Assurance Levels

Assurance Level	Basis	Description
High Assurance	Recommendations for ineffective controls affecting the material areas of the service are not High or Medium Risk. Any recommendations are mainly Good Practice with few Low Risk recommendations.	There is a sound system of internal control designed to achieve the system objectives and the controls are being consistently applied.
Substantial Assurance	Recommendations for ineffective controls affecting the material areas of the service are not High Risk. Occasional Medium Risk recommendations allowed provided all others are Low Risk or Good Practice.	There is a sound system of internal control but there is some scope for improvement as the ineffective controls may put the system objectives at risk.
Moderate Assurance	Recommendations for ineffective controls affecting the material areas of the service are at least Medium Risk.	The ineffective controls represent a significant risk to the achievement of system objectives.
Limited Assurance	Recommendations for ineffective controls affecting the material areas of the service are High Risk.	The ineffective controls represent unacceptable risk to the achievement of the system objectives.

**SWANSEA COUNCIL  
MANAGEMENT ACTION PLAN  
RECHARGEABLE WORKS 2022/23**

REPORT REF	RECOMMENDATION	CLASS (HR; MR; LR; GP)	AGREED ACTION/ COMMENTS	RESPONSIBILITY FOR IMPLEMENTATION	IMPLEMENTATION DATE
<b>Recharges to Property Owners/Tenants</b>					
2.2.2 b)	It should be ensured that the correct budget code is provided to AP when invoices are passed for payment.	GP	Team briefed on ensuring correct budget code is used.	PHS Team	31/8/2022
2.2.2 d)	Care should be taken to ensure Accounts Receivable invoices are created for the correct amount.	LR	Team briefed on ensuring correct amount is entered on invoice particularly with regards to VAT entries.	PHS Team	31/8/2022
2.2.3 & 2.2.4	All invoices should be created promptly.	MR	There have been some historic issues with lack of staff resources. RWs where invoices are yet to be created will be reviewed to ensure all those invoices, where full costs are available, are created within the next 2 weeks and invoicing will be a standing item on 1-2-1 agenda for relevant officers in team.	FEK/AD	9/9/2022 and then at monthly 1-2-1s
<b>Monitoring Arrears</b>					
2.3.2 & 2.3.3	The unpaid invoices report should be reviewed and contact made with the customer to encourage payment. Notes of any contact should be then be recorded on the AR system.	HR	Meeting has already taken place with our Principal Finance Partner regarding monitoring of unpaid invoices. Plans are in place to report to Cabinet Member to write-off old invoices where no recovery action is possible.	PHS Team and wider corporate responsibility	September 2022 for reviews. Q1 of 2022/23 for Cabinet Member report.

REPORT REF	RECOMMENDATION	CLASS (HR; MR; LR; GP)	AGREED ACTION/ COMMENTS	RESPONSIBILITY FOR IMPLEMENTATION	IMPLEMENTATION DATE
			<p>Staffing resources do not allow for review of 60 day report each month, but time is planned to be spent to review unpaid invoices wherever possible to try to reduce RW debt. Relevant notes will be added to the invoice on the AR system. Noted that this item has been classed as HR, but that procedures are already in place for AR team to refer debts for write-off and to Legal. There is shared corporate responsibility for trying to increase debt recovery and this does not all sit within Public Health.</p>		

# 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: Housing and Public Health

Directorate: Place

### 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: Review of internal practices and procedures as a response to the Audit of Rechargeable Works 2022/23.**

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

## Integrated Impact Assessment Screening Form – Appendix B

- 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

This report is to describe and confirm the implementation of the recommendations of Audit in tightening up systems and transparency for transactions.

- 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**

Finance and Legal Services also have a role in the rechargeable works process, particularly with regards to debt recovery. Our procedures should not introduce overlapping or unnecessary additional tasks for our team.

- 
- 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.)*

Minor impact: rechargeable work is a legal process that may be carried out, generally when recipients of statutory enforcement notices fail to comply and the council arranges for work to be carried out in default. The cost of this work is recoverable from the notice recipient along with an administrative charge. This procedure is already carried out.

# Integrated Impact Assessment Screening Form – Appendix B

## 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 screening is for a set of actions that aim to improve the administration of the rechargeable works procedure. These are subject to sufficient resources being available and clarification of roles and responsibilities across Services.

(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.

<b>Screening completed by:</b>
<b>Name: Paula Livingstone</b>
<b>Job title: Divisional EHO – Pollution Control and Private Sector Housing</b>
<b>Date: 29 November 2022</b>
<b>Approval by Head of Service:</b>
<b>Name: Carol Morgan</b>
<b>Position: Interim Head of Housing &amp; Public Health</b>
<b>Date: 29.11.22</b>

Please return the completed form to [accesstoservices@swansea.gov.uk](mailto:accesstoservices@swansea.gov.uk)



# Agenda Item 7



## Report of the Director of Social Services

Governance & Audit Committee – 14 December 2022

### Western Bay Adoption Service Report 2022/23

<b>Purpose:</b>	To provide an update on the Western Bay Adoption Service audit report for the above period
<b>Report Author:</b>	Julie Davies, Head of Service and Nichola Rogers, Regional Adoption Manager, Western Bay Adoption Service.
<b>Finance Officer:</b>	Chris Davies
<b>Legal Officer:</b>	Tracy Meredith
<b>Access to Services Officer:</b>	Rhian Millar
<b>For Information</b>	

#### Internal Audit on Western Bay Adoption Service – Update October 2022

##### 1. Introduction

- 1.1 As a result of an internal audit on the Western Bay Adoption Service carried out in September 2022, an assurance level of **moderate** was given.
- 1.2 An action plan was developed to address the issues identified and appropriate implementation steps put in place. (Appendix A)
- 1.3 This report highlights the two Medium Risk items and the one high risk item only. All items can be found within Appendix B, which sets out the report in full and associated actions, Low Risk (LR) items and points of good practice (GP).
- 1.4 This action plan identified the following MR/HR actions:

### **Expenditure**

A sample of fifteen payments for the supply of goods or services was selected and checked for compliance with the Council's Spending Restrictions, Contract Procedure Rules and Accounting Instructions. The following was found that all purchase orders had been raised through the Oracle system and had been approved and receipted by authorised employees at the time. However, thirteen of the orders had been placed after the date of the invoice. *(Medium Risk)*

Seven suppliers with cumulative expenditure of over £10,000 during the 2021/22 financial year were noted. Our enquiries revealed that quotations had not been obtained for any of the purchases and that Waiver requests or Contract Award Reports had not been completed. *(Medium Risk)*

### **Travel & Subsistence Expenses**

A sample of claims for travel and subsistence during the period April 2021 to June 2022 were reviewed and checked for compliance with the Council's Policy on Travel & Subsistence. The following was found:

- a) A number of instances were found where the mileage claimed was higher than expected for the description of the journey recorded on Oracle. Further investigation is being undertaken into the claims. *(High Risk based on value)*
- b) Home to work mileage had not been deducted by a staff member. *(Medium Risk)*

## **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.

2.1.1 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'.

2.1.2 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.

2.2 An IIA screening has been undertaken (Appendix ?). No impacts were identified:

- Findings of the audit have been raised with identified staff members and HR processes have been instigated.
- The report has taken into account the Well-being of Future Generations Act (Wales) by ensuring that we have taken into account the five ways of working and also the seven national well-being goals.
- We have deemed this as a low financial risk; findings of the audit have been shared with the identified staff members and the Council's Travel and Subsidence Policy has been re-circulated and re-enforced with all Swansea staff members.
- No changes are required to the internal or external website.

### **3. Financial Implications**

3.1 There are no financial implications other than those set out in the body of the 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 - Western Bay Adoption Service Management Action Plan

Appendix B - Western Bay Adoption Services, Adoption Allowances - Final Internal Audit Report 22-23

Appendix C – IIA Screening Form

**SWANSEA COUNCIL  
MANAGEMENT ACTION PLAN  
WESTERN BAY ADOPTION SERVICES & ADOPTION ALLOWANCES 2022/23**

REPORT REF	RECOMMENDATION	CLASS (HR; MR; LR; GP)	AGREED ACTION/ COMMENTS	RESPONSIBILITY FOR IMPLEMENTATION	IMPLEMENTATION DATE/UPDATE October 2022
<b>Expenditure</b>					
2.1.1 a	A purchase order must be created prior to goods and / or services being procured.	MR	In a demand led service this isn't always possible however we will endeavour to do this.	Business Support Manager	Immediate although for some orders this may be difficult to achieve as invoices aren't received until after the service is received. (An example of this is when using a process server they may take more than one visit and will not know this until after the work is done).
2.1.2	All purchases should be made in accordance with the Council's Contract Procedure Rules.	MR	Agreed. All suppliers used on regular basis should be set up as corporate supplier.	Business Support Manager	Immediate  Session to be arranged with Procurement to have a refresher on the process.

## Appendix A

REPORT REF	RECOMMENDATION	CLASS (HR; MR; LR; GP)	AGREED ACTION/ COMMENTS	RESPONSIBILITY FOR IMPLEMENTATION	IMPLEMENTATION DATE/UPDATE October 2022
					Therapeutic providers were the issue in the majority of these cases, some are working with multiple cases which took the costs over the 10K mark.
<b>P-Card</b>					
2.2.1 a Page 51	All payments must be approved by the cardholder's line manager.  <i>(Previous Audit Recommendation)</i>	LR	Agreed. All P card payments must be approved by line manager.	RAM/BSM	Immediate
2.2.1 b & c	A VAT receipt should always be requested at the time of purchase and VAT should be reclaimed at the correct rate.  <i>(Previous Audit Recommendation)</i>	LR	Agreed all P card transactions must have a VAT receipt, following any purchase and this will be discussed with the BS team and monitored internally. Agreed VAT only to be claimed when a valid receipt is held.	Business Support Manager	Immediate
2.2.1 d	All utility bills/invoices (including telephones) should be paid using the Council's Accounts Payable system.	LR	A discussion has taken place with Procurement – the time limit set on the bill does not allow time for the bill to be paid via the Council's accounts payable system. The telephone provider has been in use since the inception of the service and it is not clear how the provider was chosen. The service will review this provider and confirm with SC and NPT	Business Support Manager	To be actioned by 31 <sup>st</sup> October  Update Oct 22 Due to invoice issues and timescale available NPT

Appendix A

REPORT REF	RECOMMENDATION	CLASS (HR; MR; LR; GP)	AGREED ACTION/ COMMENTS	RESPONSIBILITY FOR IMPLEMENTATION	IMPLEMENTATION DATE/UPDATE October 2022
			council whether this line can be brought within existing council contracts.		finance will pay the invoice and recharge via Quarterly return
2.2.1 e	The Purchase Card is not intended to replace the use of official orders for standard purchases and is not to be used as a means of bypassing Corporate Procurement rules or Spending Restrictions.	LR	This is a demand led service uses resources that require immediate payment which does see an over reliance on the use of the P card. This last year in relation to purchasing has been unusual due to the fact that the service was setting up the therapeutic rooms and equipping the direct work rooms for use with families. This saw a lot of these purchases being undertaken via the P card. We had some discussions with Procurement following the initial feedback being received and understand that assistance could have been provided with securing the best price for items. The Regional service will attempt to put payments through the official ordering system however due to the nature of the work undertaken their will remain occasions when the P card will need to be used for securing accommodation for introductions and the immediate booking of activities where it is not possible to invoice the company used ie date will be lost as immediate payment cannot be guaranteed.	BSM/RAM	Immediate

## Appendix A

REPORT REF	RECOMMENDATION	CLASS (HR; MR; LR; GP)	AGREED ACTION/ COMMENTS	RESPONSIBILITY FOR IMPLEMENTATION	IMPLEMENTATION DATE/UPDATE October 2022
<b>Travel &amp; Subsistence Claims</b>					
2.3.1 a	Mileage claims should be reviewed and the mileage confirmed before authorisation.	HR	WBAS managers will now complete sampling of journeys for all employees regardless of the employing LA each month to ensure that the journey matches the miles claimed. A minimum of two journeys per claim submitted will be sampled and this will be recorded via a spreadsheet accessed only by the management team.	RAM WBAS TM	From 1 <sup>st</sup> October Update Managers Spreadsheet now in place sampling of journeys now being undertaken
2.3.1 b	Any home to fixed centre mileage should be clearly shown and deducted.	MR	Employees have been sent the relevant travel subsistence policy for their employing LA and have been reminded of the policy and responsibilities. TM's will consider this within their monthly sample audit.	RAM/TM	Completed 28 <sup>th</sup> September 2022  Staff advised of policy Ongoing audit checks monthly
2.3.1 c	Journeys outside Swansea and Neath Port Talbot should be claimed using the Out of County fixed rate allowances.	LR	Managing staff from three LA's remains a challenge as the travel policies in relation to OOC journeys is different. Employees have been sent the relevant travel subsistence policy for their employing LA and have been reminded of the policy and responsibilities. TM's will consider this within their monthly sample audit.	RAM	Completed 28 <sup>th</sup> September 2022  Staff advised of policy - Ongoing audit checks monthly
2.3.1 d	The Travel & Subsistence claim form should not be used for the reimbursement of equipment and refreshments purchased. These	LR	Employees across the service were advised of this via an email from the RAM on 31 <sup>st</sup> August following the first feedback		Completed 31 <sup>st</sup> August 2022

Appendix A

REPORT REF	RECOMMENDATION	CLASS (HR; MR; LR; GP)	AGREED ACTION/ COMMENTS	RESPONSIBILITY FOR IMPLEMENTATION	IMPLEMENTATION DATE/UPDATE October 2022
	should be claimed through Petty Cash.		meeting with audit. TM's will consider this within their monthly sample audit.		Ongoing audit checks monthly
<b>Adoption Services</b>					
2.7.1 a	All Adoption Allowances expenditure authorisation memos should be signed by the authorising official.	GP	A business support officer will now lead on the adoption allowance process and review all memos to ensure that the signed copy is received and saved on file	BSM	Immediate Business support officer identified and leading the process
2.7.3 Page 54	Where payments are approved at the minimum Welsh Government rate these should be paid at the correct rate.	LR	A business support officer will now lead on the adoption allowance process and will ensure with that the correct rate is paid.	BSM	Immediate Business support officer identified and leading the process





**Final Internal Audit Report  
Child & Family Services**

**Western Bay Adoption Services & Adoption Allowances 2022/23**

**1. Introduction**

- 1.1 An audit has been completed of Western Bay Adoption Service & Adoption Allowances.
- 1.2 The audit reviewed the procedures in place and included detailed testing on the following areas:
- Expenditure
  - Purchase Card Expenditure
  - Travel & Subsistence Expenses
  - Personnel Records
  - Grants
  - GDPR
  - Adoption Allowances
- 1.3 The objectives of the audit were to ensure that material business risks have been identified and that the controls in place are adequate for the purpose of minimising business risk and are operating in practice.
- 1.4 Western Bay Adoption Services and Adoption Allowances were last audited during 2017/18 as two separate audits. There were seven recommendations in total and the Assurance Level awarded for both was 'High.'
- 1.5 Work carried out and detailed findings are recorded below and the recommendations arising are included in the attached Management Action Plan.

**2. Work Done / Findings**

**2.1 Expenditure**

2.1.1 A sample of fifteen payments for the supply of goods or services was selected and checked for compliance with the Council's Spending Restrictions, Contract Procedure Rules and Accounting Instructions. The following was found:

- a) All purchase orders had been raised through the Oracle system and had been approved and receipted by authorised employees at the time. However, thirteen of the orders had been placed after the date of the invoice.

## Appendix B

- b) The same officer had requested, approved and receipted the purchases for eleven of the invoices tested. Whilst the Oracle system allows this, it is contrary to audit best practice and a potential weakness in the system. We wish to highlight this to management within the Service because if a division of duty is not introduced, it may result in the Service having to bear the cost of any possible loss.

2.1.2 Seven suppliers with cumulative expenditure of over £10,000 during the 2021/22 financial year were noted. Our enquiries revealed that quotations had not been obtained for any of the purchases and that Waiver requests or Contract Award Reports had not been completed.

### 2.2 Purchase Card Expenditure

2.2.1 Purchases made during the period July 2021 to June 2022 were reviewed and checked for compliance with the Council's Policy on the Use of Purchase Cards. The following was found:

- a) One purchase had been approved by an officer in the Service Centre rather than by the Western Bay Adoptions Manager.
- b) VAT had been incorrectly reclaimed at 20% for one purchase where part of the invoice had been charged at 0% VAT.
- c) A VAT invoice was not held for two of the purchases although VAT had been reclaimed.
- d) A monthly telephone line rental had been paid. This is not allowed by the Council's Policy.
- e) There were a significant number of purchases made on all four cards in use by the Service and a number of transactions exceed the £100 limit stated in the Purchase Card Policy. Some the purchases should have been made using the Oracle system, with payment being made through Accounts Payable.

### 2.3 Travel & Subsistence Expenses

2.3.1 A sample of claims for travel and subsistence during the period April 2021 to June 2022 were reviewed and checked for compliance with the Council's Policy on Travel & Subsistence. The following was found:

- a) A number of instances were found where the mileage claimed was higher than expected for the description of the journey recorded on Oracle. This was for staff numbers xxxxxx, xxxxxx, xxxxx and further investigation is being undertaken into the claims.
- b) Home to work mileage had not been deducted by staff member xxxxxx.
- c) Two journeys tested were outside of the Swansea and the Neath Port Talbot boundaries but were claimed as in county (these were by staff members xxxxxx and xxxxxx).

## Appendix B

- d) Reimbursement for play equipment, a Social Care Wales registration fee, and refreshments were claimed as “Subsistence” when this is not permitted in the Council’s Policy. This was in respect of staff members xxxxxx, xxxxxx, xxxxxx and xxxxxx.

### 2.4 Personnel Records

- 2.4.1 A report of all employees allocated to the team’s budget was obtained from Employee Services. This was presented to the Business, Performance and Marketing Manager and was found to be correct.

### 2.5 Grants

- 2.5.1 Enquiries revealed that the Service is in receipt of two grants. No claims are required to be completed and invoices are submitted twice yearly for the allocated amounts to Cardiff Council and Swansea Bay UHB who administer the grants. Confirmation was obtained that all grants had been received in full for the 2021/22 financial year.

### 2.6 GDPR

- 2.6.1 Employees GDPR mandatory training and the retention of physical/electronic records were discussed with the Business, Performance and Marketing Manager and the following was confirmed:

- a) All staff had undertaken GDPR training with Neath Port Talbot CBC in the last two years.
- b) No records are held outside the retention period.

### 2.7 Adoption Allowances

- 2.7.1 A sample of ten Adoption Allowances was selected and tested to confirm that the payments had been properly authorised, commenced on the correct date and had a review date. The following was found:

- a) One of the expenditure authorisation memos had not been signed by an authorised officer.
- b) For three cases which were approved prior to the inception of the Western Bay Adoptions Service, details of the Allowances awarded were held on the Apex system so these could not be confirmed.
- c) All payments commenced on the correct date and had review dates in place.

- 2.7.2 A sample of three payments made in respect of young people over 18 years were reviewed and checked to ensure that evidence of continued education had been obtained. Testing proved satisfactory and we were advised that all allowances for

## Appendix B

over 18s will be reviewed annually in July in future to ensure confirmation of continued education is received in time, so that no overpayments are made.

- 2.7.3 The sample of ten payments was checked to ensure that the payments are made at the correct rate, have been correctly calculated and are at least the minimum set by the Welsh Government. It was found that an exceptional circumstances review (child DM) recommended that the Welsh Government minimum allowance should be paid however this was stated in the expenditure authorisation memo to be £166.95 per week but at the time the minimum allowance was £177.00.
- 2.7.4 A sample of five placements was checked to ensure that the adopting adult(s) had completed the approval and matching process. This was confirmed, with extracts from the Adoption Panel meetings provided for all cases tested.
- 2.7.5 A sample of payment runs completed by the Control Team was selected for testing and it was satisfactorily confirmed that:
- Each payment run had been checked and approved by a senior officer.
  - The interface with Accounts Payable is correct.

## 3. Conclusion

- 3.1 The Internal Audit Section operates a system of Assurance levels which gives a formal opinion of the achievement of the service's/system's control objectives. The Assurance levels vary over four categories: 'High', 'Substantial', 'Moderate' and 'Limited'.
- 3.2 Recommendations arising from this review are detailed in the attached Management Action Plan. Each recommendation has been prioritised according to perceived risk – High, Medium, Low and Good Practice. The overall Assurance level is based on the recommendations made in the report.
- 3.3 The description of each type of recommendation and also the basis for each of the Assurance levels is noted in **Appendix 1**.
- 3.4 Based on the audit testing undertaken, it was found that while some procedures were operating satisfactorily, there were a number where improvements are needed, particularly in relation to the procurement of goods and services, and the claiming of expenses by staff.
- 3.5 As a result, an Assurance Level of '**Moderate**' has been given. This indicates that 'the ineffective controls represent a significant risk to the achievement of system objectives'
- 3.6 We will contact you in due course to confirm that you have implemented the agreed recommendations.

Appendix B

3.7 This audit was conducted in conformance with the Public Sector Internal Audit Standards.

**Classification of Audit Recommendations**

<b>Recommendation</b>	<b>Description</b>
High Risk	Action by the client that we consider <b>essential</b> to ensure that the service / system is not exposed to <b>major risks</b> .
Medium Risk	Action by the client that we consider <b>necessary</b> to ensure that the service / system is not exposed to <b>significant risks</b> .
Low Risk	Action by the client that we consider <b>advisable</b> to ensure that the service / system is not exposed to <b>minor risks</b> .
Good Practice	Action by the client where we consider <b>no risks</b> exist but would result in better quality, value for money etc.

**Audit Assurance Levels**

<b>Assurance Level</b>	<b>Basis</b>	<b>Description</b>
High Assurance	Recommendations for ineffective controls affecting the material areas of the service are not High or Medium Risk. Any recommendations are mainly Good Practice with few Low Risk recommendations.	There is a sound system of internal control designed to achieve the system objectives and the controls are being consistently applied.
Substantial Assurance	Recommendations for ineffective controls affecting the material areas of the service are not High Risk. Occasional Medium Risk recommendations allowed provided all others are Low Risk or Good Practice.	There is a sound system of internal control but there is some scope for improvement as the ineffective controls may put the system objectives at risk.
Moderate Assurance	Recommendations for ineffective controls affecting the material areas of the service are at least Medium Risk.	The ineffective controls represent a significant risk to the achievement of system objectives.
Limited Assurance	Recommendations for ineffective controls affecting the material areas of the service are High Risk.	The ineffective controls represent unacceptable risk to the achievement of the system objectives.

# Integrated Impact Assessment Screening Form – Appendix C

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

## Which service area and directorate are you from?

Service Area: Western Bay Adoption Service

Directorate: People

### 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:

To provide an update to the Governance and Audit Committee on the Western Bay Adoption Service audit report.

### 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"/>
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"/>

## Integrated Impact Assessment Screening Form – Appendix C

- 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

Findings of the audit have been raised with identified staff members and HR processes have been instigated.

---

- 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?

*(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.)*



# Integrated Impact Assessment Screening Form – Appendix C

## 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)**
- 
- No impacts were identified.
  - Findings of the audit have been raised with identified staff members and HR processes have been instigated.
  - The report has taken into account the Well-being of Future Generations Act (Wales) by ensuring that we have taken into account the five ways of working and also the seven national well-being goals.
  - We have deemed this as a low financial risk; findings of the audit have been shared with the identified staff members and the Council's Travel and Subsidence Policy has been re-circulated and re-enforced with all Swansea staff members.
  - No changes are required to the internal or external website.

(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.

<b>Screening completed by:</b>
<b>Name:</b> Kath Edwards
<b>Job title:</b> PA to Head of C&FS
<b>Date:</b> 01.12.22
<b>Approval by Head of Service:</b>
<b>Name:</b> Julie Davies
<b>Position:</b> Head of C&FS
<b>Date:</b> 01.12.22

Please return the completed form to [accesstoservices@swansea.gov.uk](mailto:accesstoservices@swansea.gov.uk)



## Report of the Chief Auditor

Governance and Audit Committee - 14 December 2022

### **Internal Audit Section – Corporate Fraud Function Mid-Year Update Report for 2022/2023**

<b>Purpose:</b>	This report provides a mid-year update on the work undertaken by the Corporate Fraud Function in 2022/23.
<b>Policy Framework:</b>	None.
<b>Report Author:</b>	Jonathon Rogers
<b>Finance Officer:</b>	Simon Cockings
<b>Legal Officer:</b>	Debbie Smith
<b>Access to Services Officer:</b>	Rhian Millar
<b>For Information</b>	

#### **1. Introduction**

- 1.1 The Anti-Fraud Plan for 2022/2023 was presented and approved at Governance and Audit Committee on 13 July 2022.
- 1.2 This report provides a summary of the activities of the Fraud Function for the first half of the year 2022/23 and reviews progress against the outcomes contained in the Fraud Function Anti-Fraud Plan 2022/2023.

#### **2. Team Structure**

- 2.1 Further resources have been identified to support the Corporate Fraud team and a new structure has been implemented which includes a Fraud Manager and three Fraud Investigators
- 2.2 The Fraud Manager left the team in September 2022, but two new fraud investigators have been appointed and their start date is imminent.
- 2.3 The fraud manager post remains vacant.

### 3. **Mid-Year Review of Outcomes against the Corporate Fraud Function Anti-Fraud Plan for 2021/22**

- 3.1 In accordance with the corporate worktime and accommodation strategy, the team continues to operate in a hybrid manner splitting time between home and office location.
- 3.2 Good progress has been made against all eight planned activities contained within the Corporate Fraud Function plan and the team are on target to complete all activities by year end. Appendix 1 provides commentary against these activities.
- 3.3 As noted in the Annual Report for 2021/22, the teams' limited resources and the requirements of reactive work continue to impact the ability to be proactive in certain areas albeit the NFI exercise is considered a proactive exercise.
- 3.4 Urgent employee investigations continue to be prioritised and time critical responses and actions are undertaken where Covid protocols allows.
- 3.5 The team continues to receive and evaluate a consistently high level of reports consistent with previous years.
- 3.6 The team continues to respond to high levels of data requests consistent with previous years.

### 4. **Overview of Other Activities**

- 4.1 The following is a brief overview of activities undertaken outside the remit of the Corporate Fraud Function Ant-fraud Plan 2022/23 to date.
- 4.2 In line with the completion of NFI 2020, the Auditor General for Wales has published a report that has three recommendations. The full report can be found at: <https://www.audit.wales/cyhoeddiad/national-fraud-initiative-2020-21>
- 4.3 The Audit Wales report recommendations and our response outlining how these will be addressed in advance of the 2022/23 exercise are noted in the table below:

<b>Recommendation</b>	<b>Response</b>
All participants in the NFI exercise should ensure that they maximise the benefits of their participation. They should consider whether it is possible to work more efficiently on the NFI matches by reviewing the guidance section within the NFI secure web application.	Guidance notes are reviewed for each match prior to commencing the detailed investigation. All those tasked with reviewing matches are pointed to the general guidance notes and match specific guidance available on the NFI Site.
Audit committees, or equivalent, and officers leading the NFI should review the NFI self-appraisal checklist. This will ensure they are fully informed of their organisation's planning and progress in the 2022-23 NFI exercise.	The NFI self-appraisal checklist will be reviewed and completed in advance of the 22/23 NFI exercise.

Where local auditors recommend improving the timeliness and rigour with which NFI matches are reviewed, NFI participants should take appropriate action.	N/A. We have not received any specific guidance from our auditors in relation to the NFI exercise.
--	--

**4.4 Inter-Agency work and Data Exchange**

- 4.4.1 During 2022/23 the team has continued to develop its role in inter-agency working and data exchange.
- 4.4.2 Staff have continued to lead regular meetings and continued to shape the development of the Welsh Fraud Officers group.
- 4.4.3 Staff have also continued to attend regular online inter agency meetings with other government agencies tackling organised crime and sit on the Local Organised Crime Board.
- 4.5.4 The team are directly involved or assisting in with multi-agency investigations with the Police, DWP Organised Crime, NHS and Immigration.

**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 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’.
- 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 The IIA indicated that there are low impacts on any identified group and the Corporate Fraud Mid-Year Update Report applies equally to all. Public consultation and engagement is not required for the report. All Wellbeing and

Future Generations Act considerations are positive and the risk identified is low. The overall impact of the report is positive, as it will support the Authority in its requirement to protect public funds. (See Appendix 2 for IIA)

## **6. Financial Implications**

6.1 There are no financial implications associated with this report.

## **7. Legal Implications**

7.1 The Accounts and Audit (Wales) Regulations 2014 require the maintenance of an adequate and effective system of internal audit of the Council's accounting records and control systems. This is essential to the prevention and detection of fraud and corruption and is a key element of the Chief Finance Officer's statutory duties as contained in section 151 of the Local Government Act 1972.

**Background Papers:** None

### **Appendices:**

Appendix 1 – Mid-Year Review of the Corporate Fraud Function Anti-Fraud Plan for 2022/23

Appendix 2 – Integrated Impact Assessment

**Appendix 1 – Mid- Year Review of the Corporate Fraud Function Anti-Fraud Plan for 2022/23**

Activity	Detail	Target Outcomes	Outcomes Achieved
<p>1. Tackle social housing tenancy fraud</p>	<p>Continue to work in partnership the Housing Department and Legal Section to combat tenancy fraud: from unlawful subletting to bogus succession claims.</p>	<p>Raise awareness of the problem of social housing fraud and the damage that it does.</p> <p>Prevent the unlawful succession to social housing properties by people that do not have a right to succeed the tenancy</p> <p>Reduce the number of properties being unlawfully sub-let.</p> <p>Recover properties where tenancy fraud has been identified.</p> <p>Undertake criminal prosecutions &amp; utilise Unlawful Profit Orders to recover any profit made by offenders, in accordance with the Prevention of Social Housing Fraud Act 2013 and/or the Fraud Act 2006.</p>	<p>Good progress - On target to be achieved.</p> <p>The team have continued to receive a number of referrals from the public and the Housing Department</p> <p>Full investigations are being undertaken</p>

Activity	Detail	Target Outcomes	Outcomes Achieved
2. Tackle Council Tax fraud	Utilise internal and external Data Matching products to identify potential discrepancies in Single Person Discounts and other Council Tax discounts, disregards and exemptions.	<p>Recover single person discounts 'incorrectly' claimed.</p> <p>Recover other disregards and discounts 'incorrectly' claimed.</p> <p>Identify cases of council tax evasion through non-registration of liability and banding.</p> <p>Identify cases that should attract a premium charge</p>	<p>Good progress - On target to be achieved.</p> <p>Incorrectly claimed discounts, exemptions and premium charges, have been identified via individual investigations and via internal &amp; external data matching.</p>
<p>3. Tackle Council Tax Reduction fraud</p> <p>Page 69</p>	Continue to work with DWP's Counter Fraud Division in countering CTRS fraud.	<p>Sharing information and expertise between the Fraud Function &amp; DWP's Counter Fraud Division:</p> <ul style="list-style-type: none"> <li>• To ensure that the totality of welfare benefit and CTRS frauds tackled in the most efficient and effective manner.</li> <li>• To identify overpayments and excess reductions.</li> <li>• To take sanction action in appropriate cases. Administrative Penalties and prosecutions.</li> </ul>	<p>Good progress - On target to be achieved.</p> <p>The team have continued to receive referrals in this area and provided support.</p> <p>Full investigations are being undertaken, including jointly with the DWP.</p>

Activity	Detail	Target Outcomes	Outcomes Achieved
<p>4. Cabinet Office National Fraud Initiative</p>	<p>Complete the National Fraud Initiative 2020.</p> <p>Address HMRC report relating CTAX/SPD by allocating appropriate Finance resources with Revenues department.</p> <p>Commence the National Fraud Initiative 2022</p>	<p>To ensure an appropriate number of matches are examined with particular reference high fraud risk matches</p> <p>To identify processes and procedures that need to be made more robust.</p> <p>To identify overpayments and excess reductions.</p> <p>To take appropriate action against offenders.</p>	<p>Good progress - On target to be achieved.</p> <p>NFI20 exercise was completed 30.11.2022</p> <p>HMRC report relating to CTAX/SPD has been considered in a proactive joint working arrangement between corporate fraud and council tax.</p> <p>However, due to a lack of resources in both areas, limited progress has been made, and the data in the report has become obsolete.</p> <p>The matter will be carried forward to 2023/24 when a further report will be released by NFI.</p>



Activity	Detail	Target Outcomes	Outcomes Achieved
<p>5. Internal Employee Matters</p> <ul style="list-style-type: none"> <li>• Abuse of Position</li> <li>• Travel and subsistence</li> <li>• Flexi time/timekeeping</li> <li>• Other matters of misconduct/gross misconduct</li> </ul>	<p>Continue to assist Human Resources &amp; Organisational Development in conjunction with various client departments</p> <p>The Fraud Function will continue to work with internal departments and external organisations in order to undertake risk assessments, and gather intelligence and evidence to point towards or away from fraud and error.</p>	<p>Support disciplinary process</p> <p>Consider as appropriate criminal/civil proceedings.</p> <p>To take appropriate action against offenders</p> <p>Maintain the Council's good reputation</p>	<p>Good progress - On target to be achieved.</p> <p>Urgent employee investigations continue to be prioritised and time critical responses provided</p>
<p>6. Tackle other internal and external fraud, examples includes:</p> <ul style="list-style-type: none"> <li>• Procurement fraud</li> <li>• Social Care (Direct Payments)</li> <li>• Blue badge</li> <li>• Income collection and banking</li> <li>• Grants</li> <li>• Payroll</li> <li>• Pensions <ul style="list-style-type: none"> <li>• Etc.</li> </ul> </li> </ul>	<p>During 2021/22, the Fraud Function will continue to investigate various anomalies and referrals.</p> <p>The Fraud Function will continue to work with internal departments and external organisations in order to undertake risk assessments and gather intelligence and evidence to point towards or away from fraud and error.</p> <p>Subject to available resources, the Fraud Function will consider and investigate any other frauds if it is in the best interests of the Council and the public it serves.</p>	<p>Maintain public confidence by being 'transparent'.</p> <p>Identify fraud, error and overpayments.</p> <p>Assist in the recovery of 'losses', financial or otherwise.</p>	<p>Good progress - On target to be achieved.</p> <p>The team has considered all allegations received.</p>



Activity	Detail	Target Outcomes	Outcomes Achieved
<p>8. Policy and Procedure Developments</p>	<p>To work with nominated officers as prescribed in the Action Plan presented to Audit Committee 9<sup>th</sup> March 2021 to deliver on the appropriate actions.</p> <p>To recruit and appoint suitably two additional qualified Counter Fraud Investigators. To commence the implementation of the Government Counter Fraud Professional Standards.</p>	<p>To produce the products in-line with the timetable contained within the Action Plan</p> <p>For the positions to be filled no later than September 2022, and for the new team structure to be developed and fully implemented prior to the financial year 2023/24.</p>	<p>Good progress - See Internal Audit Q2 2021/22 Monitoring Report for commentary on progress presented to the committee in November 2021. Continue to work with HROD to develop fraud awareness training and to finalise the Anti-Fraud and Corruption Policy.</p> <p>A new team structure has been developed and implemented.</p> <p>Two new investigators have been appointed and their start date is imminent.</p> <p>The Fraud Manager position had been filled for a short period but this post is now vacant and it is envisaged that recruitment to fill the post will commence once the two new investigators have started.</p>

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

**Which service area and directorate are you from?**

Service Area: Resources

Directorate: Finance

**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 Fraud Function Mid-Year Update Report 2022/23. Progress of outcomes against the Annual Anti-Fraud Plan 2022/23

**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 type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Older people (50+)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input 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"/>	<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 checked="" type="checkbox"/>	<input type="checkbox"/>
Disability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Race (including refugees)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Asylum seekers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Gypsies & travellers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input 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"/>	<input type="checkbox"/>
Sex	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Sexual Orientation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Gender reassignment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Welsh Language	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Poverty/social exclusion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input 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"/>	<input type="checkbox"/>
Community cohesion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Marriage & civil partnership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Pregnancy and maternity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

# Integrated Impact Assessment Screening Form

**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 Internal Audit Corporate Fraud Function Mid-Year Update Report is a financial and internal administration document that does not require engagement/consultation

**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

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**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

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

Yes  No If yes, please provide details below

---

**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?**

The cumulative impact of the report is positive as it will support the Section 151 Officer and the Authority in its requirement to protect public funds and it will equally provide assurance

## Outcome of Screening

**Q8 Please describe the outcome of your screening below:**

## Integrated Impact Assessment Screening Form

There are low impacts on any identified group and the report applies equally to all. Public consultation and engagement is not required for the report. All WFG considerations are positive and the risk identified is low. The overall impact of the report is positive as it will support the Authority in its requirement to protect public funds.

(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.

<b>Screening completed by:</b>
<b>Name: Jonathon Rogers</b>
<b>Job title: Corporate Fraud Investigator</b>
<b>Date: 22.11.2022</b>

<b>Approval by Head of Service:</b>
<b>Name: Ben Smith</b>
<b>Position: Director of Finance &amp; Section 151 Officer</b>
<b>Date: 22/11/22</b>

Please return the completed form to [accesstoservices@swansea.gov.uk](mailto:accesstoservices@swansea.gov.uk)

# Agenda Item 9



## Report of the Head of Communications & Marketing

Governance & Audit Committee – 14 December 2022

### Annual Review of Performance 2021/22

<b>Purpose:</b>	To present to the Committee a draft of the Council's Annual Review of Performance 2021/22, which meets the statutory requirements to publish an annual self-assessment report and annual well-being report under Part 6 of the Local Government & Elections Act (Wales) 2021 and Well-being of Future Generations (Wales) Act 2015 respectively.
<b>Policy Framework:</b>	Corporate Plan 2021/22 <i>Delivering a Successful and Sustainable Swansea</i> .
<b>Consultation:</b>	Access to Services, Finance, Legal.
<b>Recommendation(s):</b>	It is recommended that the Committee:  1) Notes the draft Annual Review of Performance 2021/22 ("the Review");  2) Makes recommendations to officers for any amendments to the draft Review to include changes to the conclusions or actions the Council intends to take, prior to the Review being approved by Council in due course.
<b>Report Author:</b>	Richard Rowlands
<b>Finance Officer:</b>	Paul Roach
<b>Legal Officer:</b>	Debbie Smith
<b>Access to Services Officer:</b>	Rhian Millar

#### 1. Introduction

- 1.1 The Council is subject to two pieces of legislation that guide how Councils in Wales approach performance in Wales: Part 6 of the Local Government & Elections (Wales) Act 2021 and the Well-being of Future Generations (Wales) Act 2015.

- 1.2 Part 6 of the Local Government & Elections (Wales) Act 2021 sees Councils as “Self-improving organisations through a system based on self-assessment and panel performance assessment”
- 1.3 The Local Government & Elections (Wales) Act 2021 introduces 5 new statutory duties on local authorities. The first duty is to:
- keep performance under review; that is, the extent to which the Council is meeting the performance requirements, which are:
    - exercising its functions effectively;
    - using its resources economically, efficiently and effectively;
    - its governance is effective for securing the above.
- 1.3.1 The other duties are:
- to report on performance through self-assessment;
  - consult on performance;
  - arrange a panel performance assessment;
  - respond to a panel performance assessment.

## **2. Self-assessment and annual reporting**

- 2.1 Councils must undertake self-assessment each year on the extent to which they are meeting the performance requirements.
- 2.2 The self-assessment should be an integrated and continuous process, which is corporate and not service based. It should be honest and open and be owned and led at a strategic level. Scrutiny should be involved in the process and the self-assessment should identify areas for action that can be used to inform improvement.
- 2.3 The Council must publish the outcome from the self-assessment through an annual self-assessment report. The self-assessment report should address the following questions:
- How well are we doing?
  - How do we know?
  - What and how can we do better?
- 2.4 Councils must also publish an annual well-being report under the Well-being of Future Generations (Wales) Act 2015.
- 2.5 The annual well-being report must set out progress meeting the ‘steps’ described in the Corporate Plan to achieve our Well-being Objectives established through the Well-being of Future Generations (Wales) Act 2015 and how, in doing so, it is working sustainably and maximising its contribution to the national goals established by the Act.



2.6 The Annual Review of Performance 2021/22 (“the Review”) discharges both of these statutory and annual reporting requirements.

### **3. Process for self-assessment**

3.1 The Council’s approach to undertaking its self-assessment has been based on the principle of utilising and developing existing frameworks. This includes:

- the modification of the Future Generations Commissioner’s Self-Reflection tool to support an integrated approach to the gathering of evidence, which was used to determine progress against the Council’s well-being objectives (attached at Appendix A);
- enhancement of the Council’s Annual Governance Statement process into a Self-Assessment and Management Assurance process, which was used to help assess both the effectiveness of governance arrangements and the use of resources. This involved each Director completing a Self-Assessment and Management Assurance Statement (SMAS – attached at Appendix B);
- a desk-top review of a range of evidence, such as committee and performance reports, to help inform the self-assessment report;
- a new integrated planning, performance and risk management software solution, which is being developed and is planned to assist in embedding and enabling self-assessment.

### **4. First year of self-assessment**

4.1 There were a number of things that went well during the first year of the self-assessment process and some things that will need to be improved in subsequent years.

4.1.1 The Self-reflection tools and Self-Assessment and Management Assurance Statements provided a useful framework for a consistent approach to self-assessment and provided core evidence to inform the self-assessment report. After their first use during the self-assessment, they will need to be reviewed to see if their use and application following the first self-assessment can be improved, including the level of challenge.

4.1.2 Audit Wales undertook in 2022 a review of the Council’s self-assessment arrangements. They identified several positive attributes, which were reported to the Governance & Audit Committee on 27<sup>th</sup> September 2022 (attached at Appendix C). They also identified the need to try and improve the response rate to the public consultation on the self-assessment, which has been included within the Review as an area for continued improvement.

## 5. Content

5.1 Part 1 of the Review represents a report on the progress the Council has made undertaking the steps it set out in its Corporate Plan 2021/22 to work towards meeting each well-being objective. It provides a self-assessment on the extent to which the Council is exercising its functions effectively. The Council is exercising its functions effectively when:

- It is meeting the steps set out to achieve its well-being objectives.
- It is maximising its contribution to its well-being objectives and National Goals.
- When it is working sustainably (in line with the 5 ways of working).

5.1.1 For each well-being objective:

- Why this is a well-being objective and what does success look like?
- How well are we doing - and how do we know?
- What and how can we do better (now and for the long-term)?
- Conclusion – the extent to which the Council is exercising its functions effectively:
  - Progress meeting the steps to deliver the well-being objective.
  - Contributing to the achievement of all the national well-being goals.
  - Working sustainably when taking steps to meet this well-being objective.

5.1.2 This first part of the report assesses the extent to which the council is exercising its functions effectively using a modification of the Future Generations Commissioner’s Self-Reflection Tool to support an integrated approach to the gathering of evidence to determine progress against the Council’s well-being objectives and to fulfil its new self-assessment responsibilities.

5.1.3 An assessment on progress is made against the following criteria:

- **‘Getting started’** means this is a new objective or a change in direction. This could also mean the Council has faced challenges or barriers to progress.
- **‘Making simple changes’** should be quick and easy to implement. They’re often actions that are ‘low hanging fruit’ that have been tested by others and have a low risk of failure.
- **‘Being more adventurous’** involves stepping out of a ‘business as usual’ mind-set and acting to change how things are currently done. Signalling early progress to wider change, this might involve a change in strategy or team approach to doing something and could involve more departments and organisations than a ‘simple change’.

- **‘Owning our ambition’** can be a similar stage to ‘being more adventurous’ with initiatives developing and more people becoming involved. The Council will be taking more well-managed risks, reaching out to other sectors to make progress and collaborating on funding or staffing. The Council defines its approach as ambitious and staff feel empowered to work across sectors and influence change.
- Those that are **‘Leading the way’** may be the first people or Council to be taking these actions and are a guide for others to follow. This is a systemic, transformational change to how things have always been done and will require reallocating resources, time to put the changes in place and collaboration with other bodies. Actions are innovative, inspirational and collaborative, putting the Act into practice across larger portfolios to achieve the Council’s priorities. This way of working becomes embedded in the Council and good practice is shared with others.

5.1.4 Case-studies are also included in the full Review to better show the impact the steps are having.

5.2 In Parts 2 and 3 of the Review, the Council undertook a self-assessment and assurance of the effectiveness of its use of resources and governance arrangements in place. The assessment looked at what arrangements were in place during 2021/22, how effective they were and the evidence – using the following criteria:

	<b>Evidence &amp; effectiveness of delivery</b>	<b>Extent of evidence &amp; effectiveness</b>
1	Not in place	No evidence of effective delivery.
2	Limited application and effectiveness	Some evidence of application, but the effectiveness of delivery is limited.
3	Mixed Application and effectiveness	Mixed evidence of effective application, with some good evidence and some gaps in application or evidence.
4	Strong Application and effectiveness	Clear evidence of effective application.
5	Embedded	Clear evidence of effective and embedded application

5.3 Part 2 of the Review demonstrates the extent to which the Council is using its resources effectively. The Council has a duty to the public to use its resources wisely. This means making economic, efficient and effective use of the resources at its disposal. In other words, providing value for money to the public; but it also means doing so in a way that is fair and sustainable so that services are available to all without compromising the needs of future generations.

5.3.1 When we talk about the ‘resources’ that are at the Council’s disposal, we are generally referring to the Councils budget, its workforce and its other

assets, such as buildings. The Council is using its resources economically, efficiently and effectively when:

- It is minimising the resources used (Economic).
- The intended results correspond to the actual results (Effective).
- There is a positive relationship between the resources used and outputs / outcomes, i.e. both the economic and effective criteria are met (Efficient).
- There is equitable access to services and needs are met without compromising the needs to future generations (Equity and sustainability).

5.3.2 These resources are used through the following areas:

- Financial Planning.
- Workforce Planning.
- Procurement.
- Performance Management (and benchmarking).
- Asset management.

5.3.3 This part of the Annual Review of Performance is an assessment on the extent to which the Council is using its resources economically, efficiently and effectively. It does so by critically reviewing and evaluating how these resources were used through financial and workforce planning, procurement, performance management and asset management. Part 1 of this assessment, which looks at how effectively the Council is delivering its functions, is also a measure of the effective use of resources, i.e. the extent to which the intended results correspond to the actual results and should also be read as such.

5.4 The third part of the Review is an assessment of the effectiveness of the Council's governance arrangements to secure the above. The Council is required by the Accounts and Audit (Wales) Regulations 2014 to undertake a review of its governance arrangements, at least annually. The review is intended to show how the Council has complied with its Code of Corporate Governance.

5.4.1 The review of governance is brought together in the Annual Governance Statement (AGS) which is to accompany the Council's Annual Statement of Accounts. The AGS is a key document informed by a number of both internal and external assurance sources.

5.4.2 This part of the Annual Review of Performance is not meant to replicate the AGS but should be read in conjunction with it. This part of the Review is intended to assess and evidence the effectiveness of the Councils governance arrangements in helping to deliver its functions and provide value for money.

5.4.3 The Council has effective governance when it effectively applies the core principles of good governance are set out by CIPFA / SOLACE in *Delivering Good Governance in Local Government*.

- A – Behaving with integrity, demonstrating strong commitment to ethical values and respecting the rule of law.
- B – Ensuring openness and comprehensive stakeholder engagement.
- C - There is a positive relationship between the resources used and outputs / outcomes, i.e. both the economic and effective criteria are met (Efficient).
- There is equitable access to services and needs are met without compromising the needs to future generations (Equity and sustainability).
- D – Defining outcomes in terms of sustainable economic, social and environmental benefits.
- E - Developing the entity’s capacity, including the capability of its leadership and the individuals within it.
- F – Managing risks and performance through robust internal control and strong public financial management.
- G – Implementing good practices in transparency, reporting and audit to deliver effective accountability.

5.4.4 These core principles are applied in the Council through the following governance arrangements:

- Vision, strategy and performance.
- Organisational Governance, Ethics and Values.
- Organisational leadership.
- Customer & Community Engagement and Involvement.
- Risk Management and Business Continuity.
- Partnership / collaboration governance.
- Internal Control Environment.
- Fraud & Financial Impropriety.
- Programme and Project Assurance.
- Innovation & Change Management.

5.5 Each part of the Annual Review of Performance 2021/22 ends with an assessment made against the criteria and identifies areas for continued improvement.

## **6. Publication and accessibility**

6.1 The Annual Review of Performance 2021/22 as required by the statutory guidance is a wide-ranging assessment that covers a large number of topics, contains substantial amounts of information and refers to significant quantities of evidence.

6.2 An Executive Summary has been produced (attached at Appendix D) to précis the overall findings of the assessment so that they are accessible for the casual and general reader.

6.3 In addition, the report will be shared with the Communications Team and consideration will be given going forward to the possibility of producing an easy read version.

## **7. Integrated Assessment Implications**

7.1 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.

7.1.1 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'.

7.1.2 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.

7.1.3 This report meets our duty to report on progress in 2021/22 meeting the 'steps' described in the Corporate Plan to deliver our well-being objectives and on extent to which a local authority is: exercising its functions effectively; using its resources economically, efficiently and effectively, and; is governing itself effectively in securing the above – as required by the Well-being of Future Generations Act 2015 and Part 6 of the Local Government & Elections Act 2021 respectively; so there is no direct impact on people or communities.

## **8. Financial Implications**

8.1 The financial resources required to implement all the actions and achieve the specified performance targets in 2021/22 were provided in the approved budget. Any additional financial implications that arose from

the pursuance of the priorities in the Corporate Plan would have been dealt with as virement within the normal financial procedures.

## **9. Legal Implications**

9.1 None.

**Background Papers:** None

### **Appendices:**

Appendix A	Self-reflection Tool
Appendix B	Self-Assessment and Management Assurance Statement
Appendix C	Audit Wales Assurance and Risk Assessment Progress Update Letter June 2022
Appendix D	Executive Summary Annual Review of Performance 2021/22
Appendix E	Annual Review of Performance 2021/22
Appendix F	IIA

## Self-reflection tool (adapted from Future Generation Commissioners Self-reflection tool)

### Section 1 – Where are we now? Progress towards priorities (Well-being Objectives)

This first section helps you to consider the Council's journey so far towards meeting Council's priorities (Well-being Objectives) set out in the Corporate Plan.

As a quick guide:

- **'Getting started'** means this is a new objective or a change in direction. This could also mean the Council has faced challenges or barriers to progress.
- **'Making simple changes'** should be quick and easy to implement. They're often actions that are 'low hanging fruit' that have been tested by others and have a low risk of failure.
- **'Being more adventurous'** involves stepping out of a 'business as usual' mind-set and acting to change how things are currently done. Signalling early progress to wider change, this might involve a change in strategy or team approach to doing something and could involve more departments and organisations than a 'simple change'.
- **'Owning our ambition'** can be a similar stage to 'being more adventurous' with initiatives developing and more people becoming involved. The Council will be taking more well-managed risks, reaching out to other sectors to make progress and collaborating on funding or staffing. The Council defines its approach as ambitious and staff feel empowered to work across sectors and influence change.
- Those that are **'Leading the way'** may be the first people or Council to be taking these actions and are a guide for others to follow. This is a systemic, transformational change to how things have always been done and will require reallocating resources, time to put the changes in place and collaboration with other bodies. Actions are innovative, inspirational and collaborative, putting the Act into practice across larger portfolios to achieve the Council's priorities. This way of working becomes embedded in the Council and good practice is shared with others.



Well-being Objectives	<i>Getting started</i>	<i>Making simple changes</i>	<i>Being more adventurous</i>	<i>Owning our ambition</i>	<i>Leading the way</i>
<p><b><i>Our Objective 1 is: Insert objective name here, e.g. Safeguarding People from Harm</i></b></p> <p><i>Rate the Council's progress to the right.</i></p>					
<p><b><i>Progress</i></b> – the progress the Council has made during the first 6 months to deliver the steps in the Corporate Plan to meet this Well-being Objective:</p>	<p><b>Progress we have made during the first 6 months of the year to deliver the steps in the Corporate Plan to meet this Well-being Objective:</b></p> <p><b>Your overview should provide a commentary to:</b></p> <ul style="list-style-type: none"> <li>• Guide the reader to the 'story' behind the performance indicator results and how these fit into the broader Council context.</li> <li>• Provide a progress update on delivering the "Steps to meet the Well-being Objectives" in the Corporate Plan.</li> <li>• Assess the impacts of missing targets / declining performance on meeting the Well-being Objectives.</li> <li>• Look ahead to the medium / long-term and how planned developments will help us meet the Well-being Objectives.</li> <li>• Your overview should also provide a commentary and inform the reader of the known effects of coronavirus on performance both during the period and for the forthcoming year, using any current / recent information to help provide appropriate context.</li> </ul> <p><b>The narrative should be:</b></p> <ul style="list-style-type: none"> <li>• Relevant and appropriate to the intended audience – CMT, Cabinet and the public.</li> <li>• In plain English (no abbreviations / acronyms).</li> <li>• Logically consistent with the results.</li> <li>• Consistent with the information in the rest of this self-reflection tool.</li> </ul>				

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Appendix A

<p><b>Links to relevant information</b> – provide weblinks, links to media content, testimonials or bullet points to evidence of progress.</p>	<p>Your evidence here:</p>
<p><b>How the Council is applying the five ways of working when undertaking the steps in the Corporate Plan needed to progress this Objective?</b></p> <p>Provide a link or reflect this here:</p>	<p><b>Addressing long term challenges or trends:</b> <i>insert text here</i></p> <p><b>Preventing problems from occurring or from getting worse:</b> <i>insert text here</i></p> <p><b>Integration – joining things up and avoiding duplication / conflicting priorities:</b> <i>insert text here</i></p> <p><b>Involving people - including the public, service users and stakeholders:</b> <i>insert text here</i></p> <p><b>Working in partnership and collaborating with other organisations:</b> <i>insert text here</i></p>

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## Section 2 – Prompts for reflection

1) Is there sufficient progress meeting this objective so far this year?

For example, how far has the Council progressed since last year? Is the Council where it is expected to be? What more might the Council need to do to accelerate change?

2) What are the main challenges or barriers to making progress towards meeting this Well-being Objective? What is required to help overcome them?

Appendix A

3) What examples of good practice are there?

4) **Summary** – *the key points on the stage reached in the journey so far and future direction of travel?* After taking the information in this self-assessment into consideration, is the Council still where we think it is in the journey at this point in time?

5) Are there any further observations or messages on progress that don't fit into other sections of this tool?

..... Directorate  
**Self-Assessment and Management Assurance & Statement – 2021/22 Mid-Year**

<b>Self-Assessment &amp; Assurance</b>	<b>1. Not in place</b> No evidence of effective delivery.	<b>2. Limited Application and effectiveness</b> Some evidence of application, but the effectiveness of delivery is limited.	<b>3. Mixed Application and effectiveness</b> Mixed evidence of effective application, with some good evidence and some gaps in application or evidence.	<b>4. Strong Application and effectiveness</b> Clear evidence of effective application.	<b>5. Embedded</b> Clear evidence of effective and embedded application.
<b>Vision, Strategy &amp; Performance</b>					
G There are a complimentary set of corporate and service-level plans and strategies in place which set out a Council vision and key objectives.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>How do we know? Supporting commentary &amp; evidence (including links, reports, documentation, etc.)</b>					
P These strategies are aligned to national and regional Government strategy and entail collaborative planning with key partners.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>How do we know? Supporting commentary &amp; evidence (including links, reports, documentation, etc.)</b>					
P These strategies are being followed and they are achieving their aims and objectives.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>How do we know? Supporting commentary &amp; evidence (including links, reports, documentation, etc.)</b>					
P These strategies are sustainable, seek to reduce or prevent problems from occurring and are informed by and are adaptable to future trends.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>How do we know? Supporting commentary &amp; evidence (including links, reports, documentation, etc.)</b>					
P These strategies involve local people, staff, trade unions, local businesses and key stakeholders in their development and implementation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Appendix B

Self-Assessment & Assurance	1. Not in place No evidence of effective delivery.	2. Limited Application and effectiveness Some evidence of application, but the effectiveness of delivery is limited.	3. Mixed Application and effectiveness Mixed evidence of effective application, with some good evidence and some gaps in application or evidence.	4. Strong Application and effectiveness Clear evidence of effective application.	5. Embedded Clear evidence of effective and embedded application.
	<b>How do we know? Supporting commentary &amp; evidence (including links, reports, documentation, etc.)</b>				

<b>Self-Assessment &amp; Assurance</b>	<b>1. Not in place</b> No evidence of effective delivery.	<b>2. Limited Application and effectiveness</b> Some evidence of application, but the effectiveness of delivery is limited.	<b>3. Mixed Application and effectiveness</b> Mixed evidence of effective application, with some good evidence and some gaps in application or evidence.	<b>4. Strong Application and effectiveness</b> Clear evidence of effective application.	<b>5. Embedded</b> Clear evidence of effective and embedded application.
G These strategies are supported by service plans, which are consistent with and are contributing to the overall aims and objectives of the Council and sustainable ways of working.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>How do we know? Supporting commentary &amp; evidence (including links, reports, documentation, etc.)</b>					
P These service plans are being followed and they are achieving their aims, objectives and performance targets.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>How do we know? Supporting commentary &amp; evidence (including links, reports, documentation, etc.)</b>					
P Performance targets and outcomes to deliver corporate and service aims and objectives are identified.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>How do we know? Supporting commentary &amp; evidence (including links, reports, documentation, etc.)</b>					
P Performance data is collected for all key areas of service delivery and for corporate priorities and objectives. It is used to measure and report performance and to drive improvement actions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>How do we know? Supporting commentary &amp; evidence (including links, reports, documentation, etc.)</b>					
P Performance and outcomes are benchmarked with appropriate comparators to ensure value for money and continuous improvement.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>How do we know? Supporting commentary &amp; evidence (including links, reports, documentation, etc.)</b>					
G There is effective democratic oversight and challenge of corporate and portfolio service direction and performance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>How do we know? Supporting commentary &amp; evidence (including links, reports, documentation, etc.)</b>					

Self-Assessment & Assurance	1. Not in place No evidence of effective delivery.	2. Limited Application and effectiveness Some evidence of application, but the effectiveness of delivery is limited.	3. Mixed Application and effectiveness Mixed evidence of effective application, with some good evidence and some gaps in application or evidence.	4. Strong Application and effectiveness Clear evidence of effective application.	5. Embedded Clear evidence of effective and embedded application.	
G All staff have had an annual appraisal and are clear as to their objectives and training and development needs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
G All new staff undertake induction training.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Improvement Actions to improve effectiveness and ensure strong / embedded application</b>	<b>Improvement Actions</b>				<b>Completion Date</b>	<b>Responsible Officer</b>
	1.					
	2.					
	3.					
	4.					
5.						

Self-Assessment & Assurance	1. Not in place No evidence of effective delivery.	2. Limited Application and effectiveness Some evidence of application, but the effectiveness of delivery is limited.	3. Mixed Application and effectiveness Mixed evidence of effective application, with some good evidence and some gaps in application or evidence.	4. Strong Application and effectiveness Clear evidence of effective application.	5. Embedded Clear evidence of effective and embedded application.
<b>Organisational Governance, Ethics and Values</b>					
G There are comprehensive and maintained frameworks and codes in place for governance, ethics and values.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>How do we know? Supporting commentary &amp; evidence (including links, reports, documentation, etc.)</b>					
G These frameworks and codes are applied and observed consistently.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>How do we know? Supporting commentary &amp; evidence (including links, reports, documentation, etc.)</b>					
G The application of ethics and values is evident in the way options are appraised and decisions are made.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>How do we know? Supporting commentary &amp; evidence (including links, reports, documentation, etc.)</b>					
G There is productive working with external regulators and sound compliance with their recommendations and proposals for improvement.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>How do we know? Supporting commentary &amp; evidence (including links, reports, documentation, etc.)</b>					
G All decisions are assessed for impact and documented to give due consideration to equality and the sustainability of services and encompass the needs of future generations and people with protected characteristics.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>How do we know? Supporting commentary &amp; evidence (including links, reports, documentation, etc.)</b>					
<b>Improvement Actions to improve effectiveness and ensure strong / embedded application</b>	<b>Improvement Actions</b>			<b>Completion Date</b>	<b>Responsible Officer</b>
	1.				
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	4.				
	5.				



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<b>Organisational Leadership</b>					
G There is strong and effective political leadership.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
How do we know? Supporting commentary & evidence (including links, reports, documentation, etc.)					
G There is strong and effective professional leadership.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
How do we know? Supporting commentary & evidence (including links, reports, documentation, etc.)					
G There is a strong and effective working relationship between political and professional leadership.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
How do we know? Supporting commentary & evidence (including links, reports, documentation, etc.)					
G There is a clear understanding of political and professional leadership roles and responsibilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
How do we know? Supporting commentary & evidence (including links, reports, documentation, etc.)					
G There is an organisational operating model and a preferred working culture, which is effective.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
How do we know? Supporting commentary & evidence (including links, reports, documentation, etc.)					
P There are arrangements and training in place to develop leadership capacity and capability to meet present and future needs and demands and which supports sustainable ways of working.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
How do we know? Supporting commentary & evidence (including links, reports, documentation, etc.)					
<b>Improvement Actions to improve effectiveness and ensure strong / embedded application</b>	<b>Improvement Actions</b>			<b>Completion Date</b>	<b>Responsible Officer</b>
	1.				
	2.				

Appendix B

Self-Assessment & Assurance	1. Not in place No evidence of effective delivery.	2. Limited Application and effectiveness Some evidence of application, but the effectiveness of delivery is limited.	3. Mixed Application and effectiveness Mixed evidence of effective application, with some good evidence and some gaps in application or evidence.	4. Strong Application and effectiveness Clear evidence of effective application.	5. Embedded Clear evidence of effective and embedded application.
	3.				
	4.				
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<b>Customer &amp; Community Engagement and Involvement</b>					
G There are comprehensive and maintained strategies / plans / policies in place for customer and community engagement and involvement.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
How do we know? Supporting commentary & evidence (including links, reports, documentation, etc.)					
P Customer and community feedback and involvement are effectively used in reviewing performance and shaping services.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
How do we know? Supporting commentary & evidence (including links, reports, documentation, etc.)					
P There is good performance in meeting customer services standards and targets.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
How do we know? Supporting commentary & evidence (including links, reports, documentation, etc.)					
P There is good engagement with stakeholders, including people with protected characteristics, in framing policy and in the making of key service policy decisions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
How do we know? Supporting commentary & evidence (including links, reports, documentation, etc.)					
<b>Improvement Actions to improve effectiveness and ensure strong / embedded application</b>	<b>Improvement Actions</b>			<b>Completion Date</b>	<b>Responsible Officer</b>
	1.				
	2.				
	3.				
	4.				

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<b>Resources Planning &amp; Management</b>					
G There are comprehensive and maintained plans / strategies in place for workforce, finance, procurement and assets.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>How do we know? Supporting commentary &amp; evidence (including links, reports, documentation, etc.)</b>					
P These strategies are achieving their aims and objectives at a corporate level and are complementary to and help resource and contribute to the Council’s aims and objectives.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>How do we know? Supporting commentary &amp; evidence (including links, reports, documentation, etc.)</b>					
P These strategies are achieving their aims and objectives at service level.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>How do we know? Supporting commentary &amp; evidence (including links, reports, documentation, etc.)</b>					
P These strategies are sustainable, seek to reduce or prevent problems from occurring and are informed by and are adaptable to future trends.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>How do we know? Supporting commentary &amp; evidence (including links, reports, documentation, etc.)</b>					
P The procurement strategy and approach seek to maximise the social, economic, environmental and cultural impact of spending decisions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>How do we know? Supporting commentary &amp; evidence (including links, reports, documentation, etc.)</b>					
G There are robust mechanisms in place to deliver the budget with strong and effective budget monitoring and control.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Self-Assessment & Assurance	1. Not in place No evidence of effective delivery.	2. Limited Application and effectiveness Some evidence of application, but the effectiveness of delivery is limited.	3. Mixed Application and effectiveness Mixed evidence of effective application, with some good evidence and some gaps in application or evidence.	4. Strong Application and effectiveness Clear evidence of effective application.	5. Embedded Clear evidence of effective and embedded application.
	<b>How do we know? Supporting commentary &amp; evidence (including links, reports, documentation, etc.)</b>				
G There are robust mechanisms in place to deliver all savings and income targets.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>How do we know? Supporting commentary &amp; evidence (including links, reports, documentation, etc.)</b>				
G Borrowing and unplanned use of reserves is kept under control and a safe and adequate level of financial reserves is being maintained.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>How do we know? Supporting commentary &amp; evidence (including links, reports, documentation, etc.)</b>				
P The economic, efficient and effective use of resources is balanced with the achievement of wider social, cultural, economic and environmental benefits beyond narrow least cost transactions, e.g., the use of sustainable supply chains.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>How do we know? Supporting commentary &amp; evidence (including links, reports, documentation, etc.)</b>				
G Risks and impact from budget setting and savings proposals are monitored to identify any adverse impact, including adverse impact on equality and on the well-being of current and future generations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>How do we know? Supporting commentary &amp; evidence (including links, reports, documentation, etc.)</b>				
P A workforce strategy enabling a workforce that is fit for the future, flexible and resilient and with sufficient capability and capacity to meet current and future demands.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>How do we know? Supporting commentary &amp; evidence (including links, reports, documentation, etc.)</b>				

<b>Self-Assessment &amp; Assurance</b>	<b>1. Not in place</b> No evidence of effective delivery.	<b>2. Limited Application and effectiveness</b> Some evidence of application, but the effectiveness of delivery is limited.	<b>3. Mixed Application and effectiveness</b> Mixed evidence of effective application, with some good evidence and some gaps in application or evidence.	<b>4. Strong Application and effectiveness</b> Clear evidence of effective application.	<b>5. Embedded</b> Clear evidence of effective and embedded application.
P Workforce development and training that provides staff with the right behaviours and skills to support high performance and continued professional development now and in the future.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>How do we know? Supporting commentary &amp; evidence (including links, reports, documentation, etc.)</b>					
P A workforce strategy that seeks to develop and maintain a diverse and inclusive workforce and actively challenges and addresses accessibility and equality barriers and issues.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>How do we know? Supporting commentary &amp; evidence (including links, reports, documentation, etc.)</b>					
P Workforce policies and a working environment that promotes and supports employee health and well-being.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>How do we know? Supporting commentary &amp; evidence (including links, reports, documentation, etc.)</b>					
P Assets are managed and utilised to maximise the economic, efficient and effective use of resources to achieve aims and objectives and maximise social, economic, cultural and environmental well-being now and in the future.					
<b>How do we know? Supporting commentary &amp; evidence (including links, reports, documentation, etc.)</b>					
<b>Improvement Actions to improve effectiveness and ensure strong / embedded application</b>	<b>Improvement Actions</b>			<b>Completion Date</b>	<b>Responsible Officer</b>
	1.				
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<b>Risk Management &amp; Business Continuity</b>					
G There is a comprehensive and maintained risk management policy and framework in place.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>How do we know? Supporting commentary &amp; evidence (including links, reports, documentation, etc.)</b>					
P The Risk Management policy and framework supports sustainable ways of working and the achievement of corporate and service level aims and objectives.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>How do we know? Supporting commentary &amp; evidence (including links, reports, documentation, etc.)</b>					
G Business Continuity plans are in place and are regularly updated and tested.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>How do we know? Supporting commentary &amp; evidence (including links, reports, documentation, etc.)</b>					
P The Risk Management Policy / Framework and Business Continuity Plans have proved effective in real-time and/or test scenario settings.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>How do we know? Supporting commentary &amp; evidence (including links, reports, documentation, etc.)</b>					
G The Risk Management Framework and Policy and Business Continuity Plans are adaptable to change and provide future resilience.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>How do we know? Supporting commentary &amp; evidence (including links, reports, documentation, etc.)</b>					
G All relevant risks, including to projects and to service, directorate and corporate priorities and objectives, are identified, evaluated, responded to, recorded, escalated, controlled and monitored and reported promptly and in line with the Council's approved Risk Management Policy and Framework.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<b>Self-Assessment &amp; Assurance</b>	<b>1. Not in place</b> No evidence of effective delivery.	<b>2. Limited Application and effectiveness</b> Some evidence of application, but the effectiveness of delivery is limited.	<b>3. Mixed Application and effectiveness</b> Mixed evidence of effective application, with some good evidence and some gaps in application or evidence.	<b>4. Strong Application and effectiveness</b> Clear evidence of effective application.	<b>5. Embedded</b> Clear evidence of effective and embedded application.
	<b>How do we know? Supporting commentary &amp; evidence (including links, reports, documentation, etc.)</b>				
<b>Improvement Actions to improve effectiveness and ensure strong / embedded application</b>	<b>Improvement Actions</b>			<b>Completion Date</b>	<b>Responsible Officer</b>
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<b>Self-Assessment &amp; Assurance</b>	<b>1. Not in place</b> No evidence of effective delivery.	<b>2. Limited Application and effectiveness</b> Some evidence of application, but the effectiveness of delivery is limited.	<b>3. Mixed Application and effectiveness</b> Mixed evidence of effective application, with some good evidence and some gaps in application or evidence.	<b>4. Strong Application and effectiveness</b> Clear evidence of effective application.	<b>5. Embedded</b> Clear evidence of effective and embedded application.
<b>Partnership / Collaboration Governance</b>					
P There is active and effective engagement in local, regional and national partnerships and collaborations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>How do we know? Supporting commentary &amp; evidence (including links, reports, documentation, etc.)</b>					
P Partnerships and collaborations are helping to achieve corporate and service level aims and objectives.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>How do we know? Supporting commentary &amp; evidence (including links, reports, documentation, etc.)</b>					
G There are sound and effective governance arrangements in place for the partnerships and collaborations for which the council is (co) responsible.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>How do we know? Supporting commentary &amp; evidence (including links, reports, documentation, etc.)</b>					
P The key partnerships and collaborations for which the service / council is (co) responsible perform well against their aims and objectives.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>How do we know? Supporting commentary &amp; evidence (including links, reports, documentation, etc.)</b>					
<b>Improvement Actions to improve effectiveness and ensure strong / embedded application</b>	<b>Improvement Actions</b>			<b>Completion Date</b>	<b>Responsible Officer</b>
	1.				
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	4.				
	5.				

<b>Self-Assessment &amp; Assurance</b>	<b>1. Not in place</b> No evidence of effective delivery.	<b>2. Limited Application and effectiveness</b> Some evidence of application, but the effectiveness of delivery is limited.	<b>3. Mixed Application and effectiveness</b> Mixed evidence of effective application, with some good evidence and some gaps in application or evidence.	<b>4. Strong Application and effectiveness</b> Clear evidence of effective application.	<b>5. Embedded</b> Clear evidence of effective and embedded application.
<b>Internal Control Environment</b>					
G Internal control systems are in place throughout functions, partnerships and collaborations, including: <ul style="list-style-type: none"> <li>• Clear roles and responsibilities.</li> <li>• Clear and effective authorisation processes.</li> <li>• Robust and complete policies and procedures.</li> <li>• Robust monitoring, reporting and review arrangements.</li> <li>• Timely identification and mitigation of control weaknesses and risks.</li> <li>• Staff awareness of procedural rules.</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>How do we know? Supporting commentary &amp; evidence (including links, reports, documentation, etc.)</b>					
<b>Improvement Actions to improve effectiveness and ensure strong / embedded application</b>	<b>Improvement Actions</b>			<b>Completion Date</b>	<b>Responsible Officer</b>
	1.				
	2.				
	3.				
	4.				

Self-Assessment & Assurance	1. Not in place No evidence of effective delivery.	2. Limited Application and effectiveness Some evidence of application, but the effectiveness of delivery is limited.	3. Mixed Application and effectiveness Mixed evidence of effective application, with some good evidence and some gaps in application or evidence.	4. Strong Application and effectiveness Clear evidence of effective application.	5. Embedded Clear evidence of effective and embedded application.
<b>Compliance with Policies, Rules Legal and Regulatory Requirements</b>					
<p>G There is sound compliance with policies, rules, legal and regulatory requirements.</p> <p>NB. Results must reflect the reporting of internal compliance and review functions (Procurement, Insurance, HR, Information Governance, Governance and Legal Services and Internal Audit) and external regulators / auditors.</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>How do we know? Supporting commentary &amp; evidence (including links, reports, documentation, etc.)</b>					
<p>G There are robust arrangements in place to promptly identify and address all areas of non-compliance e.g., training, work instructions, systems development, application of HR policy etc.</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>How do we know? Supporting commentary &amp; evidence (including links, reports, documentation, etc.)</b>					
<p>G Any data breach is reported immediately to the IGU and any recommendations made by the Data Breach Panel implemented.</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>How do we know? Supporting commentary &amp; evidence (including links, reports, documentation, etc.)</b>					
<p><b>Improvement Actions to improve effectiveness and ensure strong / embedded application</b></p>	<b>Improvement Actions</b>			<b>Completion Date</b>	<b>Responsible Officer</b>
	1.				
	2.				
	3.				
	4.				
5.					

<b>Self-Assessment &amp; Assurance</b>	<b>1. Not in place</b> No evidence of effective delivery.	<b>2. Limited Application and effectiveness</b> Some evidence of application, but the effectiveness of delivery is limited.	<b>3. Mixed Application and effectiveness</b> Mixed evidence of effective application, with some good evidence and some gaps in application or evidence.	<b>4. Strong Application and effectiveness</b> Clear evidence of effective application.	<b>5. Embedded</b> Clear evidence of effective and embedded application.
<b>Fraud &amp; Financial Impropriety</b>					
G Functions, partnerships and collaborations: <ul style="list-style-type: none"> <li>• Have robust controls in place to prevent and promptly detect fraud, bribery and corruption, and;</li> <li>• All frauds and suspected financial irregularities are referred to the Head of Finance, Internal Audit and Corporate Fraud Team in accordance with FPR 12.</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>How do we know? Supporting commentary &amp; evidence (including links, reports, documentation, etc.)</b>				
<b>Improvement Actions to improve effectiveness and ensure strong / embedded application</b>	<b>Improvement Actions</b>			<b>Completion Date</b>	<b>Responsible Officer</b>
	<b>1.</b>				
	<b>2.</b>				
	<b>3.</b>				
	<b>4.</b>				

<b>Self-Assessment &amp; Assurance</b>	<b>1. Not in place</b> No evidence of effective delivery.	<b>2. Limited Application and effectiveness</b> Some evidence of application, but the effectiveness of delivery is limited.	<b>3. Mixed Application and effectiveness</b> Mixed evidence of effective application, with some good evidence and some gaps in application or evidence.	<b>4. Strong Application and effectiveness</b> Clear evidence of effective application.	<b>5. Embedded</b> Clear evidence of effective and embedded application.
<b>Programme and Project Assurance</b>					
G All programmes and projects have robust briefs, plans and business cases which have been appropriately approved in a timely manner, and include clearly defined financial and non-financial outcomes and benefits.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>How do we know? Supporting commentary &amp; evidence (including links, reports, documentation, etc.)</b>				
G All programmes and projects are managed using robust project and programme management methodology and in accordance with corporate guidelines and procedural rules with appropriate highlighting of potential risks/breaches.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>How do we know? Supporting commentary &amp; evidence (including links, reports, documentation, etc.)</b>				
<b>Improvement Actions to improve effectiveness and ensure strong / embedded application</b>	<b>Improvement Actions</b>			<b>Completion Date</b>	<b>Responsible Officer</b>
	1.				
	2.				
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<b>Self-Assessment &amp; Assurance</b>	<b>1. Not in place</b> No evidence of effective delivery.	<b>2. Limited Application and effectiveness</b> Some evidence of application, but the effectiveness of delivery is limited.	<b>3. Mixed Application and effectiveness</b> Mixed evidence of effective application, with some good evidence and some gaps in application or evidence.	<b>4. Strong Application and effectiveness</b> Clear evidence of effective application.	<b>5. Embedded</b> Clear evidence of effective and embedded application.
<b>Innovation &amp; Change Management</b>					
P The Council has a proven track record for innovation and change management.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>How do we know? Supporting commentary &amp; evidence (including links, reports, documentation, etc.)</b>					
P Change and transformation programmes are making the Council fit for the future and are contributing to the Council's aims and objectives.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>How do we know? Supporting commentary &amp; evidence (including links, reports, documentation, etc.)</b>					
G Chosen innovation and change programmes and projects are implemented efficiently and effectively against time, budget, quality and performance objectives and targets.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>How do we know? Supporting commentary &amp; evidence (including links, reports, documentation, etc.)</b>					
P There are arrangements in place and evidence to show that staff, customers and stakeholders can and are making innovations and suggestions for improvement.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>How do we know? Supporting commentary &amp; evidence (including links, reports, documentation, etc.)</b>					
G Risks and impact from transformational activity are monitored to identify any adverse impact, including adverse impact on equality and on the well-being of current and future generations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>How do we know? Supporting commentary &amp; evidence (including links, reports, documentation, etc.)</b>					
<b>Improvement Actions to improve effectiveness and ensure strong / embedded application</b>	<b>Improvement Actions</b>			<b>Completion Date</b>	<b>Responsible Officer</b>
	1.				
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Self-Assessment & Assurance	1. Not in place No evidence of effective delivery.	2. Limited Application and effectiveness Some evidence of application, but the effectiveness of delivery is limited.	3. Mixed Application and effectiveness Mixed evidence of effective application, with some good evidence and some gaps in application or evidence.	4. Strong Application and effectiveness Clear evidence of effective application.	5. Embedded Clear evidence of effective and embedded application.
	4.				
	5.				

## Annual Governance Statement 2021/22 - Significant Governance Issues

The table below summarises the Significant Governance Issues identified in the Annual Governance Statement 2020/21.

Significant issue 2020/21	Position as at 2021/22	
Budget pressures (including external and demand-led pressures and overspends) & problems living within budgets.	Address continued material uncertainty as a result of Covid and other challenges and continue a deliberately blended approach to robust monitoring of budgets, savings and transformation activity and action consistent with other Councils and policy responses at Welsh Government, UK Government and report as such to Cabinet, Council, Audit Committee and Scrutiny.	
	Commence and oversee delivery of the Achieving Better Together Transformation Programme through the Strategic Recovery Board to ensure that the Council is sustainable and financially resilient in the longer term.	
Lack of workforce capacity, capability and resilience and relying on staff goodwill.	Development of a Workforce Plan to support high performance and enable a skilled, flexible and engaged workforce as part of the Council's Achieving Better Together Transformation Plan.	
Performance Reviews, i.e. appraisals system / induction training not fit for purpose.	Recommence appraisals and continue to develop a new appraisal solution to be delivered digitally through the new Oracle Cloud solution in November 2021.	
	Address Induction training of new staff as part of the review of the	

Appendix B

	induction process and future policy reviews.	
Embed the Future Generation Act principles into the Council's processes and decision making.	Provision of training/information on the requirements of the Future Generations Act.	
Patchy Partnership Governance, including application of risk management.	Develop a plan to establish CJs resulting from the Local Government and Elections (Wales) Act.	
ICT Disaster recovery.	Resolve through the move to cloud services, particularly Oracle Cloud in November 2021.	
Continue to improve risk management arrangements	Work with responsible officers to improve the quality of risk controls.	





**SIGNIFICANT GOVERNANCE & PERFORMANCE ISSUES**

The following are recognised as significant Governance & Performance issues which have occurred during the financial period 2021/22 within the Directorate for which I am responsible, which may be considered appropriate for inclusion in the Council’s Annual Governance Statement 2021/22 and / or Annual Self-assessment 2021/22.

The co-ordinated responses of the Self-Assessment & Assurance Statements will be reviewed and presented to the Annual Governance & Self-Assessment Group and Corporate Management Team.

Significant Governance / Performance issue	Action implemented / proposed

*Alternatively,*

No significant issues identified	
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**Declaration**

The information and responses provided in this statement are given to the best of my knowledge for the financial year 2021/22 (To date).

Signed by:	
Designation:	
Date:	

Martin Nicholls,  
Interim Chief Executive,  
City and County of Swansea Council,  
Civic Centre,  
Oystermouth Rd,  
Maritime Quarter,  
Swansea.  
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[www.audit.wales](http://www.audit.wales) / [www.archwilio.cymru](http://www.archwilio.cymru)

**Reference:** 3110A2022

**Date issued:** June 2022

Dear Martin

## Assurance and Risk Assessment Progress Update

Following on from our meeting with the Corporate Management Team earlier this year, we said that we would more formally feed back on some specific aspects of our assurance and risk assessment work that we have undertaken. This letter provides a progress update on the Council's arrangements for responding to the requirements of the Local Government and Election (Wales) Act 2021.

This work was undertaken as part of our 2021-22 Assurance and Risk Assessment (ARA) project to help discharge the Auditor General's duties<sup>1</sup>.

We recognise that the Council's response to the Local Government and Elections (Wales) Act 2021 is ongoing. This feedback provides a point in time assurance and risk progress update on the Council's arrangements in this area.

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<sup>1</sup> These duties include under section 17 of the Public Audit (Wales) Act 2004 (the 2004 Act). It may also inform a study for improving value for money under section 41 of the 2004 Act, and/or an examination undertaken by the Auditor General under section 15 of the Well-being of Future Generations (Wales) Act 2015.

## Arrangements for responding to the Local Government and Elections (Wales) Act 2021

### What we did

We undertook our assessment of the Council's progress in responding to key requirements in the Local Government and Elections (Wales) Act 2021 between March and April 2022. The evidence was gathered through interviews and document reviews and also drew on relevant findings from our other ongoing and recent work at the Council. Our work looked at the arrangements the Council is putting in place in responding to the Local Government and Elections (Wales) Act 2021. The work was not an assessment of the effectiveness of these arrangements.

### What we found

- **Arrangements for Self-Assessment and Panel Assessments**

The Council's approach to undertaking its self-assessment has been based on the principle of utilising existing frameworks. The approach has several positive attributes including:

- the modification of the Future Generations Commissioner's Self-Reflection tool to support an integrated approach to the gathering of evidence to determine progress against the Council's well-being objectives and to fulfil its new self-assessment responsibilities;
- clear corporate and Member awareness and buy-in to the proposed new approach;
- enhancement of the Council's Annual Governance Statement process into a Service Assurance and Management process;
- utilisation of SWOT analysis within its Annual Service Planning to provide additional evidence for the self-assessment process;
- the integration of the final self-assessment output into the Council's Annual review of its well-being objectives, this being its Annual Review of Performance due to be published in October 2022;
- a clear time frame for completing the self-assessment and for how and when governance, oversight and scrutiny will be involved in design and sign-off; and

- the intention to undertake an evaluation of the process at the end of the first iteration to learn any lessons and improve the approach.

The decisions for the arrangements and timing for the related statutory Panel Assessment will be taken by the new administration after the May 2022 Local Government elections.

- **Arrangement for the Consultation Duty and Participation Strategy**

In early 2022, the Council undertook a consultation on its 2020-21 performance and its priorities for 2022-23. It proposes to use the evidence from this consultation in the development of its self-assessment. Whilst the Council did seek to engage with the statutory consultees proposed in the Local Government and Elections Act, the response was poor. Therefore, given this, it will be important that the Council learns from this and clearly articulates how it proposes to improve its consultation around its future self-assessments and if what it is currently doing discharges its responsibilities under this consultation duty.

Whilst the response rate to the survey was low, there were a number of challenging results to some of the survey questions, such as those around the Council having good governance arrangements. It will be important to ensure that the output for the Council's self-assessment reflects the feedback from the whole survey.

At the time of our work the Council told us they were progressing their participation Strategy. However, full details for the status of this strategy are still to be confirmed.

- **Arrangements for the changes to Governance and Audit Committees**

The Council approved the composition of its new Governance and Audit Committee (G&AC), this being ten councillors and five lay members, in October 2021.

The committee currently has two lay members, one of which is the current Chair, both of whom intend to continue to serve. Whilst the Council has reported that the campaign to recruit suitable lay members has been challenging, it has now successfully recruited and appointed two further lay members and a second recruitment campaign for the final additional lay member is underway with the closing date for this being 20 May 2022.

A draft training programme for all G&AC Members was presented in the April 2022 G&AC meeting and includes training across several competencies such as governance, financial, performance management.

- **Arrangements for establishing Corporate Joint Committees (CJCs)**

The South West Wales CJC (SWWCJC) was established on 13 January 2022, in conjunction with the other statutory partners, Neath Port Talbot Council, Carmarthenshire County Council, Brecon Beacons and Pembrokeshire Coast National Park Authorities. Key statutory decisions were taken at this meeting, such as appointment to the governance structure, agreeing the constitution and other statutory requirements, such as those around scrutiny and overview. The approval of the Draft Budget was taken at a later meeting on 25 January 2022.

The SWWCJC has been organised around a sub-committee structure for the key areas of responsibility. However, a decision was taken not to integrate other regional economic development programmes, such as the City Deal, into the CJC, at this point in time, to avoid any potential disruption to the delivery of the City Deal.

- **Use of the General Power of Competence (GPoC)**

The Council is currently assessing opportunities of how it might use the GPoC as part of its revised Commercial Strategy which aims to support the delivery of its 'Achieving Better Together' ambitions. However, at this stage, the Council has not identified any specific opportunities to use the GPoC over and above activity that has been progressed under existing legislation.

This letter forms part of the feedback on our Assurance and Risk Assessment work. We will also be reporting in due course on three further subject areas: recovery planning, carbon reduction and an update on financial sustainability. It is intended that the work on these three areas will be reported in Summer 2022.

I would like to take this opportunity to thank you and your officers for the ongoing support you provide to enable us to carry out our work. We look forward to continuing to work positively with you going forward.

Yours sincerely,

Non Jenkins  
**Audit Manager**

# Annual Review of Performance

## Executive Summary

### 2021/22



## **Introduction - The Annual Review of Performance 2021/22**

The Council's Corporate Plan 2021/22 *Delivering a Successful and Sustainable Swansea* describes our 6 key priorities (Well-being Objectives) and our organisation values and principles that will underpin the delivery of our priorities and overall strategy; this discharges our duties under the Well-Being of Future Generations (Wales) Act 2015 (the 'Act') to set Well-being Objectives.

Our Well-being Objectives show the Council's contribution to Wales' 7 national goals<sup>1</sup> described within the Act and describes how we will maximise this contribution to the national goals and to the social, cultural, environmental and economic well-being of Swansea by working in line with the sustainability principles set out within the Act.

The Corporate Plan sets out the steps being undertaken to meet our Well-being Objectives and contribute to the seven national well-being goals 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 compliment those of other public bodies.
- Working in partnership with others.
- Involving local people.

## **Our ambitions and commitments to residents – our Well-being Objectives 2021/22**

In order to meet these challenges, we prioritised six Well-being Objectives in 2021/22. These were:

- ***Safeguarding people from harm*** – so that our citizens are free from harm and exploitation.
- ***Improving Education & Skills*** – so that every child and young person 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 his or her potential.
- ***Transformation & Future Council development*** – so that we and the services that we provide are sustainable and fit for the future.
- ***Maintaining and enhancing Swansea's natural resources and biodiversity*** - so that we maintain and enhance biodiversity, reduce our carbon footprint, improve our

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<sup>1</sup> 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.



knowledge and understanding of our natural environment and benefit health and well-being.

This Annual Review of Performance 2021/22 (the 'Review') is the Council's Annual Well-being Report required under the Act on its progress undertaking the steps to meet its Well-being Objectives as outlined in the Corporate Plan to maximise its contribution to the national goals by applying the sustainable development principle. This report also discharges our duty under Part 6 of the Local Government & Elections Act (Wales) Act to publish an annual Self-assessment Report 2021. In doing so, the Review seeks to describe the extent to which the Council is exercising its functions effectively, using its resources well and governing itself properly by working in line with the requirements set out in the Well-being of Future Generations Act.

### **Section 6 Biodiversity Duty**

The information detailed under the *Maintaining and enhancing Swansea's Natural Resources and Biodiversity* Objective in this report will be used as the basis for the Council's Section 6 Biodiversity Duty Report to Welsh Government.

### **How can you get involved?**

You can get involved and have your say. <http://www.swansea.gov.uk/haveyoursay>. You can also get involved through the Council's Scrutiny Boards and panels, which are open to the public: <https://www.swansea.gov.uk/scrutiny>. You can contact the Council at any time by: Email to [improvement@swansea.gov.uk](mailto:improvement@swansea.gov.uk) Telephone 01792 637570.

## Executive Summary

### Part 1 – How the Council is exercising its functions

This part of the Review represents a report on the progress the Council has made undertaking the steps it set out in its Corporate Plan 2021/22 to work towards meeting each Well-being Objective. It provides a self-assessment on the extent to which the Council is exercising its functions effectively. The Council is exercising its functions effectively when:

- It is meeting the steps set out to achieve its Well-being Objectives.
- It is maximising its contribution to its Well-being Objectives and National Goals.
- When it is working sustainably (in line with the 5 ways of working).

For each Well-being Objective:

- Why this is a Well-being Objective and what does success look like?
- How well are we doing - and how do we know?
- What and how can we do better (now and for the long-term)?
- Conclusion – the extent to which the Council is exercising its functions effectively:
  - Progress meeting the steps to deliver the Well-being Objective.
  - Contributing to the achievement of all the national well-being goals.
  - Working sustainably when taking steps to meet this Well-being Objective.

This first part of the report assesses the extent to which the council is exercising its functions effectively using a modification of the Future Generations Commissioner’s Self-Reflection Tool to support an integrated approach to the gathering of evidence to determine progress against the Council’s well-being objectives and to fulfil its new self-assessment responsibilities.

An assessment on progress is made against the following criteria:

- **‘Getting started’** means this is a new objective or a change in direction. This could also mean the Council has faced challenges or barriers to progress.
- **‘Making simple changes’** should be quick and easy to implement. They’re often actions that are ‘low hanging fruit’ that have been tested by others and have a low risk of failure.
- **‘Being more adventurous’** involves stepping out of a ‘business as usual’ mind-set and acting to change how things are currently done. Signalling early progress to wider change, this might involve a change in strategy or team approach to doing something and could involve more departments and organisations than a ‘simple change’.
- **‘Owning our ambition’** can be a similar stage to ‘being more adventurous’ with initiatives developing and more people becoming involved. The Council will be taking more well-managed risks, reaching out to other sectors to make progress and

collaborating on funding or staffing. The Council defines its approach as ambitious and staff feel empowered to work across sectors and influence change.

- Those that are **‘Leading the way’** may be the first people or Council to be taking these actions and are a guide for others to follow. This is a systemic, transformational change to how things have always been done and will require reallocating resources, time to put the changes in place and collaboration with other bodies. Actions are innovative, inspirational and collaborative, putting the Act into practice across larger portfolios to achieve the Council’s priorities. This way of working becomes embedded in the Council and good practice is shared with others.

Case-studies are also included in the full Review to better show the impact the steps are having.

### **Impact from the COVID-19 Pandemic**

The ongoing Covid-19 pandemic has brought huge challenges and changes to the Council, its services and workforce. The Council has never undertaken such change in such a short timescale and in such challenging circumstances. A number of non-essential services were suspended or reduced during 2020/21 and 2021/22 in order to redeploy resources to areas where they were most needed.

This inevitably has had a significant impact on the usual areas of performance across the council and that is why targets for performance indicators were not set for 2020/21 or 2021/22. This should also be considered when comparing performance to previous years.

### **Summary of Part 1 - How the Council is exercising its functions**

The Council is effectively delivering its functions. The evidence in Part 1 of the assessment shows that the extent to which it is delivering its functions is that it is **owning its ambition** in the delivery of its well-being objectives, which are the councils key priorities for delivery. This means that the Council is stepping out of a ‘business as usual’ mind-set and acting to change how things are currently done. It is signalling early progress to wider change with more parts of the Council and organisations becoming involved. The Council is taking more well-managed risks, reaching out to other sectors to make progress and collaborating on funding or staffing. The Council defines its approach as ambitious and staff work across sectors and help influence change.

A summary of the evidence shows the following areas for continued improvement.

Well-being Objective	Areas for continued improvement
<b>Safeguarding People from Harm</b>	<ul style="list-style-type: none"> <li>• Learn the lessons of these new ways of working to inform future delivery models that ensure that we are the best that we can be in meeting the needs of our most vulnerable citizens.</li> </ul>

	<ul style="list-style-type: none"> <li>• Retain our focus on prevention / early help across the whole system, and at the same time safeguarding and meeting the needs of our most vulnerable citizens.</li> <li>• Develop new, imaginative approaches in attracting new qualified and unqualified workers to want to work in the health and social care sector, and in retaining their loyalty and commitment.</li> </ul>
<p><b>Improving Education &amp; Skills</b></p>	<ul style="list-style-type: none"> <li>• Further analyse with schools the impact on learner outcomes because of the pandemic, including basic skills in the early years and pre-school, Welsh language skills, mental health and wellbeing, curriculum design, teaching and learning, and assessment.</li> <li>• Develop a strategy to promote the inclusion to support vulnerable groups of learners and to ensure that the Local Authority has oversight of individualised tracking on learner progress.</li> <li>• Develop an Inclusion for Learners Strategy, focus on the few elements of the ALN strategy where further progress is required and finalise the revision of the accessibility strategy and plan.</li> <li>• Develop further sufficient specialist places for learners with ALN, including STFs and special schools, and support schools to build capacity to meet the needs of learners with SEBD to prevent exclusion or referral to EOTAS and embed universal strategies for all areas of ALN.</li> <li>• Develop a coherent strategy to support literacy and numeracy outcomes in schools and further assess the impact of increased Welsh-medium provision and falling birth rates within the English medium sector.</li> <li>• Evaluate provision within schools that have smaller numbers.</li> <li>• In terms of provision (services), continue and enhance the effectiveness of Member/Officer engagement to inform next stage development of longer-term capital investment and school organisation proposals.</li> </ul> <p>Areas for improvement in relation to leadership include:</p> <ul style="list-style-type: none"> <li>• The development of the Abertawe 2027 strategic plan to succeed Abertawe 2023 for education improvement in Swansea.</li> <li>• Sustain the quality of leadership across the education system (school leaders, governors, members, and officers) and embed a consistent and high quality new regional improvement partnership.</li> </ul>

	<ul style="list-style-type: none"> <li>Establish more effective collaboration with the Local Health Board to ensure the statutory requirement of ALNET are met to ensure vulnerable leaders achieve good outcomes.</li> </ul>
<b>Transforming our economy and infrastructure</b>	<ul style="list-style-type: none"> <li>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.</li> <li>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.</li> <li>Community Benefit clauses - Create employment &amp; training opportunities for the long-term unemployed and economically inactive through community benefit clauses in contracts.</li> <li>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.</li> <li>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.</li> <li>Housing - Progress strategic housing and mixed development sites to meet housing need and provide employment.</li> <li>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.</li> </ul>
<b>Tackling Poverty</b>	<ul style="list-style-type: none"> <li>Clarify aims and objectives in relation to tackling poverty and improve the ways in which it monitored and measured the outcomes of work.</li> </ul>

	<ul style="list-style-type: none"> <li>• Review the reliance on grant funding to tackle poverty and look for greater flexibility in relation to using funding in a way which best meets local needs in a sustainable way.</li> <li>• Complete the revision of the Council’s Tackling Poverty Strategy.</li> <li>• Complete and implement the Review of Employability and the Review of Financial Inclusion.</li> <li>• Develop and implement the Corporate Volunteering Policy.</li> <li>• Review food poverty and community cooking and growing activities, employment support and access to Lifelong learning, developing evidence based outcome models for projects and developing a quality / satisfaction framework for services.</li> </ul>
<p><b>Maintaining and enhancing Swansea's natural resources and biodiversity</b></p>	<ul style="list-style-type: none"> <li>• 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 WG every 3 years in line with our Biodiversity Duty.</li> <li>• Embed a Climate Change and Nature Strategy and monitor the delivery of respective Action Plans up to 2027</li> <li>• Continue to monitor air, water and soil quality.</li> <li>• Monitor the delivery the Energy Action plan targets proposed to 2027.</li> <li>• Set out new measures for monitoring the impact of our Procurement of goods and services in line with eth emerging WG carbon measurement toolkit.</li> <li>• Embed and deliver a Sustainable Transport strategy to 2027.</li> <li>• 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 WG guidance.</li> <li>• Report on the delivery of a Waste Reduction strategy.</li> <li>• Secure grants and other external funding to help deliver the above.</li> </ul>
<p><b>Transformation &amp; Future Council development</b></p>	<ul style="list-style-type: none"> <li>• See Part 2 – Areas for Continued Improvement</li> </ul>

### Summary of Part 2 – How the Council uses its Resources

The Council has a duty to the public to use its resources wisely. This means making economic, efficient and effective use of the resources at its disposal. In other words, providing value for money to the public; but it also means doing so in a way that is fair and sustainable so that services are available to all without compromising the needs of future generations.

When we talk about the ‘resources’ that are at the Council’s disposal, we are generally referring to the Councils budget, its workforce and its other assets, such as buildings. The Council is using its resources economically, efficiently and effectively when:

- It is minimising the resources used (Economic).
- The intended results correspond to the actual results (Effective).
- There is a positive relationship between the resources used and outputs / outcomes, i.e. both the economic and effective criteria are met (Efficient).
- There is equitable access to services and needs are met without compromising the needs to future generations (Equity and sustainability).

These resources are used through the following areas:

- Financial Planning.
- Workforce Planning.
- Procurement.
- Performance Management (and benchmarking).
- Asset management.

This part of the Annual Review of Performance is an assessment on the extent to which the Council is using its resources economically, efficiently and effectively. It will do so by critically reviewing and evaluating how these resources were used through financial and workforce planning, procurement, performance management and asset management. Part 1 of this assessment, which looks at how effectively the Council is delivering its functions, is also a measure of the effective use of resources, i.e. the extent to which the intended results correspond to the actual results and should also be read as such.

### **How well and we doing and how do we know?**

The Council undertook a self-assessment and assurance of the effectiveness of its use of resources and governance arrangements in place. The assessment looked at what arrangements were in place during 2021/22, how effective they were and the evidence.

	<b>Evidence &amp; effectiveness of delivery</b>	<b>Extent of evidence &amp; effectiveness</b>
1	Not in place	No evidence of effective delivery.
2	Limited application and effectiveness	Some evidence of application, but the effectiveness of delivery is limited.
3	Mixed Application and effectiveness	Mixed evidence of effective application, with some good evidence and some gaps in application or evidence.
4	Strong Application and effectiveness	Clear evidence of effective application.
5	Embedded	Clear evidence of effective and embedded application

The Council is using its resources economically, efficiently and effectively when:

- It is minimising the resources used (Economic).
- The intended results correspond to the actual results (Effective).
- There is a positive relationship between the resources used and outputs / outcomes, i.e. both the economic and effective criteria are met (Efficient).
- There is equitable access to services and needs are met without compromising the needs to future generations (Equity and sustainability).

The evidence in Part 2 of this assessment shows that: there is a **strong application and effective use of resources** around financial management, procurement and asset management.

Use of Resources	Areas for continued improvement
<b>Financial Management</b>	<ul style="list-style-type: none"> <li>• Continue to contain, reduce, defer and delay spending as far as possible, having due regard to the existing agreed budget and political priorities to nonetheless seek to limit service overspending and take corrective action.</li> <li>• Re-establish tracking (suspended as a result of Covid) to ensure that savings targets are monitored and reviewed at the Reshaping and Budget Setting Board established as part of the Council's Achieving Better Together transformation strategy.</li> </ul>
<b>Procurement</b>	<ul style="list-style-type: none"> <li>• Respond to the recommendations made by the Scrutiny Inquiry into procurement - including a focus on enhanced social value considerations in procurement in line with new legislation that the UK and Welsh Governments are developing (once that legislation is published and its impact becomes known), to include considerations of sustainable development, development of the local supplier base and co-production activity, i.e. involving citizens in decision-making, and also a focus on any areas of non-compliance in procurement activity.</li> </ul>
<b>Asset Management</b>	<ul style="list-style-type: none"> <li>• Implement the Asset Management Plan 2021/25 and monitor and report on progress.</li> </ul>

There is a **mixed evidence of effective application**, with some good evidence and some gaps in application or evidence regarding workforce planning and performance management.

A summary of the evidence shows the following areas for continued improvement.

Use of Resources	Areas for continued improvement
<b>Workforce Planning</b>	<ul style="list-style-type: none"> <li>• Respond to the key messages from engagement exercises and finalise the Workforce Strategy.</li> <li>• Seek to improve the number of responses to the staff survey.</li> </ul>



	<ul style="list-style-type: none"> <li>• Reduce staff sickness.</li> </ul>
<b>Performance Management</b>	<ul style="list-style-type: none"> <li>• Review the current suite of corporate performance indicators for continued relevance for 2022/23 reporting and set annual targets for end-of-year reporting.</li> <li>• Develop a Corporate Plan and associated performance indicators for 2023/27.</li> <li>• Look for ways to improve the consultation and engagement process and improve the response rate for the annual self-assessment.</li> <li>• Review and work to improve the amount of review, scrutiny and challenge to the self-assessment process.</li> </ul>

### Summary of Part 3 – the effectiveness of the Councils Governance arrangements

The Council is required by the Accounts and Audit (Wales) Regulations 2014 to undertake a review of its governance arrangements, at least annually. The review is intended to show how the Council has complied with its Code of Corporate Governance.

The review of governance is brought together in the Annual Governance Statement (AGS) which is to accompany the Council's Annual Statement of Accounts. The AGS is a key document informed by a number of both internal and external assurance sources.

This part of the Annual Review of Performance is not meant to replicate the AGS but should be read in conjunction with it. This part of the review is intended to assess and evidence the effectiveness of the Councils governance arrangements in helping to deliver its functions and provide value for money.

The Council has effective governance when it effectively applying the core principles of good governance set out by CIPFA / SOLACE in *Delivering Good Governance in Local Government*:

- A – Behaving with integrity, demonstrating strong commitment to ethical values and respecting the rule of law.
- B – Ensuring openness and comprehensive stakeholder engagement.
- C - There is a positive relationship between the resources used and outputs / outcomes, i.e. both the economic and effective criteria are met (Efficient).
- There is equitable access to services and needs are met without compromising the needs to future generations (Equity and sustainability).
- D – Defining outcomes in terms of sustainable economic, social and environmental benefits.
- E - Developing the entity's capacity, including the capability of its leadership and the individuals within it.
- F – Managing risks and performance through robust internal control and strong public financial management.
- G – Implementing good practices in transparency, reporting and audit to deliver effective accountability.

These core principles are applied in the Council through the following governance arrangements:

- Vision, strategy and performance.
- Organisational Governance, Ethics and Values.
- Organisational leadership.
- Customer & Community Engagement and Involvement.
- Risk Management and Business Continuity.
- Partnership / collaboration governance.
- Internal Control Environment.
- Fraud & Financial Impropriety.
- Programme and Project Assurance.
- Innovation & Change Management.

### How well and we doing and how do we know?

The Council undertook a self-assessment and assurance of the effectiveness of its governance arrangements. The assessment looked at what arrangements were in place during 2021/22, how effective they were and the evidence.

	<b>Evidence &amp; effectiveness of delivery</b>	<b>Extent of evidence &amp; effectiveness</b>
1	Not in place	No evidence of effective delivery.
2	Limited application and effectiveness	Some evidence of application, but the effectiveness of delivery is limited.
3	Mixed Application and effectiveness	Mixed evidence of effective application, with some good evidence and some gaps in application or evidence.
4	Strong Application and effectiveness	Clear evidence of effective application.
5	Embedded	Clear evidence of effective and embedded application

The evidence in Part 3 of this assessment shows that: there is a **mixed application and effectiveness of governance** around vision, strategy & performance.

A summary of the evidence shows the following areas for continued improvement.

Use of Resources	Areas for continued improvement
<b>Vision, Strategy &amp; Performance</b>	<ul style="list-style-type: none"> <li>• See Part 2 - including financial management, performance management and workforce planning.</li> </ul>

There is a **strong application and effectiveness of governance** in all of the other areas.

A summary of the evidence shows the following areas for continued improvement.

Use of Resources	Areas for continued improvement
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<b>Organisational Governance, Ethics and Values</b>	<ul style="list-style-type: none"> <li>Put arrangements in place to ensure that Audit Wales recommendations are recorded and tracked in a consistent way.</li> </ul>
<b>Organisational leadership</b>	<ul style="list-style-type: none"> <li>See Part 2 – workforce planning.</li> </ul>
<b>Customer &amp; Community Engagement and Involvement.</b>	<ul style="list-style-type: none"> <li>See Part 2 – performance management.</li> <li>Continue the development of a Public Participation Strategy, as required by the Local Government and Elections (Wales) Act 2021.</li> </ul>
<b>Risk Management and Business Continuity.</b>	<ul style="list-style-type: none"> <li>Implement recommendations from 2021/22 Internal Audit Report on risk management to continue regular updates and ensure control measures remain SMART.</li> </ul>
<b>Partnership / collaboration governance.</b>	<ul style="list-style-type: none"> <li>Continue work to address all proposals for improvement to the operation of the Public Service Board made by the Scrutiny Programme Committee.</li> </ul>
<b>Internal Control Environment.</b>	<ul style="list-style-type: none"> <li>None identified.</li> </ul>
<b>Fraud &amp; Financial Impropriety.</b>	<ul style="list-style-type: none"> <li>Continue work to address all recommendations in the Audit Wales report 'Raising our Game - Tackling Fraud in Wales'.</li> </ul>
<b>Programme and Project Assurance.</b>	<ul style="list-style-type: none"> <li>None identified.</li> </ul>
<b>Innovation &amp; Change Management.</b>	<ul style="list-style-type: none"> <li>None identified.</li> </ul>

# Annual Review of Performance 2021/22



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## Introduction - The Annual Review of Performance 2021/22

The Council's Corporate Plan 2021/22 *Delivering a Successful and Sustainable Swansea* describes our 6 key priorities (Well-being Objectives) and our organisation values and principles that will underpin the delivery of our priorities and overall strategy; this discharges our duties under the Well-Being of Future Generations (Wales) Act 2015 (the 'Act') to set Well-being Objectives.

Our Well-being Objectives show the Council's contribution to Wales' 7 national goals<sup>1</sup> described within the Act and describes how we will maximise this contribution to the national goals and to the social, cultural, environmental and economic well-being of Swansea by working in line with the sustainability principles set out within the Act.

The Corporate Plan sets out the steps being undertaken to meet our Well-being Objectives and contribute to the seven national well-being goals 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 compliment those of other public bodies.
- Working in partnership with others.
- Involving local people.

### Our ambitions and commitments to residents – our Well-being Objectives 2021/22

In order to meet these challenges, we prioritised six Well-being Objectives in 2021/22. These were:

- **Safeguarding people from harm** – so that our citizens are free from harm and exploitation.
- **Improving Education & Skills** – so that every child and young person 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 his or her potential.
- **Transformation & Future Council development** – so that we and the services that we provide are sustainable and fit for the future.
- **Maintaining and enhancing Swansea's natural resources and biodiversity** - so that we maintain and enhance biodiversity, reduce our carbon footprint, improve our knowledge and understanding of our natural environment and benefit health and well-being.

This Annual Review of Performance 2021/22 (the 'Review') is the Council's Annual Well-being Report required under the Act on its progress undertaking the steps to meet its Well-being Objectives as outlined in the Corporate Plan to maximise its contribution to the national goals by applying the sustainable development principle. This report also discharges our duty under Part 6 of the Local Government & Elections Act (Wales) Act to publish an annual Self-assessment Report 2021. In doing so, the Review seeks to describe the extent to which the Council is exercising its functions effectively,

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<sup>1</sup> 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.

using its resources well and governing itself properly by working in line with the requirements set out in the Well-being of Future Generations Act.

## Section 6 Biodiversity Duty

The information detailed under the *Maintaining and enhancing Swansea's Natural Resources and Biodiversity* Objective in this report will be used as the basis for the Council's Section 6 Biodiversity Duty Report to Welsh Government.

### How can you get involved?

You can get involved and have your say. <http://www.swansea.gov.uk/haveyoursay>. You can also get involved through the Council's Scrutiny Boards and panels, which are open to the public: <https://www.swansea.gov.uk/scrutiny>. You can contact the Council at any time by: Email to [improvement@swansea.gov.uk](mailto:improvement@swansea.gov.uk) Telephone 01792 637570.

## Part 1 – How the Council is exercising its functions

This part of the Review represents a report on the progress the Council has made undertaking the steps it set out in its Corporate Plan 2021/22 to work towards meeting each Well-being Objective. It provides a self-assessment on the extent to which the Council is exercising its functions effectively. The Council is exercising its functions effectively when:

- It is meeting the steps set out to achieve its Well-being Objectives.
- It is maximising its contribution to its Well-being Objectives and National Goals.
- When it is working sustainably (in line with the 5 ways of working).

For each Well-being Objective:

- Why this is a Well-being Objective and what does success look like?
- How well are we doing - and how do we know?
- What and how can we do better (now and for the long-term)?
- Conclusion – the extent to which the Council is exercising its functions effectively:
  - Progress meeting the steps to deliver the Well-being Objective.
  - Contributing to the achievement of all the national well-being goals.
  - Working sustainably when taking steps to meet this Well-being Objective.

This first part of the report assesses the extent to which the council is exercising its functions effectively using a modification of the Future Generations Commissioner's Self-Reflection Tool to support an integrated approach to the gathering of evidence to determine progress against the Council's well-being objectives and to fulfil its new self-assessment responsibilities.

An assessment on progress is made against the following criteria:

- **'Getting started'** means this is a new objective or a change in direction. This could also mean the Council has faced challenges or barriers to progress.
- **'Making simple changes'** should be quick and easy to implement. They're often actions that are 'low hanging fruit' that have been tested by others and have a low risk of failure.

- **‘Being more adventurous’** involves stepping out of a ‘business as usual’ mind-set and acting to change how things are currently done. Signalling early progress to wider change, this might involve a change in strategy or team approach to doing something and could involve more departments and organisations than a ‘simple change’.
- **‘Owning our ambition’** can be a similar stage to ‘being more adventurous’ with initiatives developing and more people becoming involved. The Council will be taking more well-managed risks, reaching out to other sectors to make progress and collaborating on funding or staffing. The Council defines its approach as ambitious and staff feel empowered to work across sectors and influence change.
- Those that are **‘Leading the way’** may be the first people or Council to be taking these actions and are a guide for others to follow. This is a systemic, transformational change to how things have always been done and will require reallocating resources, time to put the changes in place and collaboration with other bodies. Actions are innovative, inspirational and collaborative, putting the Act into practice across larger portfolios to achieve the Council’s priorities. This way of working becomes embedded in the Council and good practice is shared with others.

Case-studies are also included to better show the impact the steps are having.

### **Impact from the COVID-19 Pandemic**

The ongoing Covid-19 pandemic has brought huge challenges and changes to the Council, its services and workforce. The Council has never undertaken such change in such a short timescale and in such challenging circumstances. A number of non-essential services were suspended or reduced during 2020/21 and 2021/22 in order to redeploy resources to areas where they were most needed.

This inevitably has had a significant impact on the usual areas of performance across the council and that is why targets for performance indicators were not set for 2020/21 or 2021/22. This should also be considered when comparing performance to previous years.

In summary, since March 2020 the Council has transformed the way it works to manage the impact of the pandemic. Thousands of staff were successfully mobilised to work remotely and/or from home within a matter of weeks. This took a massive effort from our ICT team to provide the necessary changes enabling staff and councillors to have full network links at their preferred location.

Other changes include:

- Supporting the Welsh Government’s Shielding Programme by setting a new call centre and providing daily support to thousands of vulnerable people.
- Focusing social services care on the most vulnerable, re-opening a care home and supporting the private care sector.
- Overseeing the planning and construction of the Bay Field Hospital on Fabian Way.
- Remodelling schools into care settings for key workers’ children.
- Providing meals to care settings and delivering free school meals.
- Providing food banks across the city and county.
- Providing financial support in excess of £100 million to thousands of businesses.
- Setting up a Track, Trace and Protect function and providing community testing centres.
- Preparing for mass vaccination in our communities.



Performance for 2021/22 should therefore be considered within this wider context and achievements noted.

## Safeguarding people from harm

### 1. Why this is a Well-being Objective and what success will look like

- We are committed to ensuring that citizens live their lives free from harm and exploitation.
- Safeguarding vulnerable people needs to be seen as everybody's business within every service within the Council, by all elected Members and by those who do work on behalf of the Council.
- We want children to be safe from harm and to stay with their families or be supported in family settings where it is safe for them to do so.
- We want to ensure all vulnerable adults are safeguarded from harm and able to live to their maximum potential.
- We want to tackle domestic abuse and ensure that victims are fully supported.
- We want people to age well and be able to live as independently and as safely as possible in their own homes.

### 2. How well are we doing – and how do we know?

#### **Safeguard the most vulnerable people and prioritise services and contact with them during the Covid-19 response and recovery.**

This past year has again been dominated by the impact of COVID-19 on our population with care and support needs, our workforce and health and care services. Delivery of our key strategies to support children, families and adults with care and support needs to remain safe and well at home have been severely challenged. In children services the Wales wide deficit in social worker capacity has significantly impacted as has the Wales wide issue around sufficiency of looked after children placements. In adult services the backlogs caused by individuals being unable to access health and care services have compounded the complexity of individuals presenting needs. This has in turn exacerbated the difficulties in meeting that increased need caused by the shortfall in workforce capacity across all adult health and care services.

Workforce shortages are particularly acute in domiciliary care services further undermining delivery against our strategic ambition to support more individuals in their own homes rather than in more institutionalised settings. There has been a further complicating factor with reporting and monitoring performance during this crucial period caused by the lack of stability of the Welsh National Community Care Information System, which went live in Swansea during this reporting year. The system is now stable but some end of year reporting to Welsh Government on some indicators will not be possible due to the significant in year impact.

Quite understandably, the challenges highlighted above had a significant impact on performance particularly where our focus has necessarily shifted to managing the emergency and ensuring that health and care systems did not collapse. In that context, overall performance has held up astonishingly well and is a credit to the council's workforce.

All those working in health and social care and with and in our communities whether employed by the Council, in the independent and third sectors, our statutory partners, all the unpaid carers, volunteers and other members of the community have shown remarkable resilience, innovation, commitment and humanity to support our most vulnerable citizens during the past two years. We are now learning from these different ways of working to inform future delivery models that ensure that we are the best that we can be in meeting the needs of our most vulnerable citizens. The

Council's post pandemic recovery programme – "Achieving Better Together" is heavily informed by the Adult Services transformation, and Child and Family Services Improvement programmes.

**Continue to ensure that effective safeguarding arrangements are in place to protect those at risk from significant harm and exploitation.**

Swansea Council expects that vulnerable people in Swansea are kept safe and protected from harm, abuse and neglect. Safeguarding vulnerable adults and children is both a corporate priority, and well-being is a strategic outcome within the Corporate Plan (2021-22). By implementing a corporate wide approach to safeguarding vulnerable people the Council has to ensure there are clear lines of responsibility and accountability in all service areas of the Council, and that we are involving representatives of partner organisations in this work.

In children services the twin focus of delivering more early help whilst maintaining robust proactive safeguarding practice has meant that more children have been supported to remain safely living at home and our looked after children numbers have continued to reduce. There is a particular challenge around older adolescents with complex and challenging behaviour requiring specialist residential provision, which we have been unable to provide or commission. Our strategy to expand in house local and specialist regional provision will address this in the medium term but in the meantime we have seen an increase in young people being placed in England or in unregulated placements. The numbers are not high but nevertheless it is an indicator of concern that we will need to monitor closely into next year.

In adult services a strengthened prevention offer both through local area coordination and work with third sector colleagues has meant individuals and their carers unable to access formal care and support have had a level of mitigating support. This has helped bear down on levels of demand that exceed current capacity but there were still end the year with significant backlogs in assessments, reviews and access to domiciliary care.

Day services and other day opportunity provision have continued to expand throughout the year and the Council maintained extra capacity in its in-house residential provision to provide emergency and extended respite/ short term placements. We have also expanded access to direct payments both for individuals with care and support needs and carers in their own right.

**Continue to ensure that safeguarding is 'everyone's business' across the Council, within schools, with partners, and through West Glamorgan Safeguarding Board, to ensure we collaborate and intervene on wider, emerging issues, such as County Lines, Modern Slavery, Human Trafficking, Bullying in Schools, Hate Crimes, and the PREVENT strategy.**

Swansea Council's corporate safeguarding policy has a strong focus on early intervention and prevention and places a duty to report on all public service officers. Our updated policy now covers a broader range of potential abuses, and contextual safeguarding which may be a threat to vulnerable people, such as child sexual exploitation, modern slavery, radicalisation, etc. Safeguarding is now widely understood as "everyone's business", by Council leaders, elected members, our workforce, partner organisations and any individuals who are carrying out work with or on behalf of the Council.

**Case study 1: City in 'strong position' to continue support for young people**

Swansea is in a strong position to continue to improve children's lives by preventing harm and exploitation, not just in their homes but in other places where they spend time, according to experts.

The council is pioneering a new approach for Wales called Contextual Safeguarding so that children and young people get the right help they need from the right people, in the right place, and at the right time for them.

As well as increasing its youth work with five additional staff and increasing youth club provision, the council has worked with others - for example police and businesses - to reach into areas such as parks, the promenade, beach, and other community spaces where young people tend to gather and to make these places safer.

There are also now processes and practices in place to listen to young people, residents, and people in the community when there is a concern about the safety of young people and work together to make it safer place and space for all.

These concerns help inform part of the work of a multi-agency panel established last year which has actively considered 50 referrals and taken a range of actions from street lighting and help signage to outreach youth work, training in schools, and supporting community groups and businesses to help keep places safe.

This new Contextual Safeguarding approach is led by Swansea Council's Child and Family Services in partnership with more than 25 agencies from police and health to the third sector and local business.

It's the result of work that started two years ago when Swansea became one of just five test sites across England and Wales to successfully bid for Durham University and the University of Bedfordshire to work with them to develop a Contextual Safeguarding approach.

It offers new approaches and learning about safeguarding young people who come to harm and are at risk of exploitation beyond their family home.

Researchers say this has placed Swansea in a strong position to continue to improve the way it looks out for all its young people in the years ahead.

The programme also seen the council develop its single point of contact for Child and Family Services so that it now has a wide range of expertise and services to help families.

It provides information, advice and assistance and has staff with expertise in domestic abuse, safeguarding, intensive family support and specialist child sexual abuse and criminal exploitation services. Its Practice Lead for Safeguarding Children at Risk of Exploitation is also based there.

Dr Rachael Owens, Social Work Practice Advisor at Durham University, said at the heart of this Contextual Safeguarding approach is the importance of listening to young people, residents, and people in communities when there is a concern about the safety of young people.

"There are new partnerships with agencies who reach into, and have responsibility for, contexts and places where young people spend their time. Alongside these new partnerships, there are now processes to co-ordinate welfare-oriented responses to a child's situation. The idea is to target the social conditions of harm so that social care partners with the most appropriate agency or agencies can make the changes needed to keep the child safe.

"In terms of practice changes, Swansea Children's Services has increased its detached youth work provision. It means that alongside changing the environments, there is a commitment to building

trusting relationships which increases the guardianship of young people in outdoor spaces, addresses their needs and supports them to learn from each other.

"This has all been possible because the team leading the Contextual Safeguarding at Swansea have engaged wholeheartedly with the process.

"They have executed a vision for making radical changes to the structure and offer of services, in order to increase safety for young people and are now in a strong positive to embed this into their 'practice as usual.'

"We look forward seeing how this learning develops and can support approaches to safeguarding young people outside the home across Wales."

Swansea Council's Cabinet Member for Children's Services in 2021/22, Elliott King, said: "I'm pleased that the council's determination and commitment to ensure all our young people are as safe as they can be, has been recognised.

"There has been a lot of work in recent years changing and improving the way we and our partners work and this would not have been possible with the commitment and professionalism of our staff and partners.

"We will always look to improve on what we do but I would like to recognise and thank all involved for the progress to date."

**Continue to ensure that Adult and Child & Family Services are robust and effective in meeting the statutory requirements laid on the Authority as set out in the Social Services and Well-being Act 2014 to improve well-being outcomes for vulnerable adults in Swansea.**

How our social service has adapted to the pandemic demonstrates the resilience of staff, their continued hard work and professionalism. These are challenging times in for children, young people, vulnerable adults, carers and families, and the Council is responding magnificently to the new and existing challenges, by continuing to deliver core services effectively and with innovation. The Director of Social Services' Annual Report gives a comprehensive account of current performance and how improved outcomes are being achieved.

**Continue to ensure that Adult and Child & Family Services are robust and effective in meeting the statutory requirements laid on the Authority as set out in the Social Services and Well-being Act 2014 to improve well-being outcomes for vulnerable adults in Swansea.**

Child & Family Services are responsible for the provision of services to safeguard and promote the welfare of children and young people. Our vision is "Doing what matters to make things better for children, young people and families". We have been concerned about the impact of school closures during the pandemic, as this means there are fewer opportunities to consider the welfare of each child, and to intervene where there is a possibility of a child experiencing harm. We remain focused on safeguarding children and improving outcomes for the high numbers of looked after children and young people, and with a high level of success, we are finding safe placements in supportive families and more locally. Swansea has a well-established Signs of Safety/Wellbeing practice model, to shape how we work in partnership and collaboration, to understand what matters most to children and families, together exploring strengths and managing risks to ensure there is safety, care and support in the child and family's situation.

**Continue to target a Safe Looked After Children (LAC) strategy by implementing Child and Family service improvements, and through the Corporate Parenting Strategy to improve outcomes for looked after children and care leavers.**

Our Safe LAC reduction strategy has now changed – to become a ‘Supporting children and young people to be safe with family’ strategy. Swansea's Corporate Parenting Board champion the rights of looked after children, and the Board have been working co-productively with our care experienced population on “what a best life” can look like in Swansea. We believe all children should live in safe stable homes where they can achieve good outcomes and grow into adults who can lead successful lives. Looked after children are those children and young people aged between 0 to 18 years who cannot safely remain with their family and are cared for by the local authority. For these young people, we are developing a whole service approach to getting children back with their families, wherever possible, or otherwise achieving genuine permanence and security until they reach adulthood. By working with children, young people, and families to help them identify their needs the right support for them at the right time.

**Through a Getting It Right for Every Child programme, we will implement a new whole system, integrated approach to focus early help and prevention services to improve well-being for children and young people, and support to families.**

We are working closely in partnership to focus on prevention and early help. Within the overarching Child and Family Services Improvement Programme – we are taking forward the Systems Thinking approach to get the right level of help to the right child and family at the right time. More children and families are being supported through the early help hub. Swansea may be reaping the benefits of investing in early help and prevention, as we are seeing fewer children placed on the child protection register and fewer children looked after. Formerly the Information Advice & Assistance (IAA) team, the new 'Single Point of Contact' is an enhanced, multi-agency, advice and advocacy offer to help understand what is happening to a child, and within their family, to help decide if statutory support is needed and to find the best help quickly.

**Continue to involve children in getting their voice heard, and Adults and Carers about the services they receive, by improving our model of social work practice that focusses on a person’s strengths and assets, what matters to them, what their families and friends can do to help, and by coproducing plans to achieve better outcomes.**

The Children and Young People’s Rights Scheme sets out how Swansea Council will achieve our duty regarding the United Nations Commission Rights of the Child (UNCRC). A plan on a page of the Children and Young People’s Rights Scheme, was co-produced with children, young people and the Children’s Rights Network in preparation for formal consultation.

We also have a strong Co-production Network in Swansea, hosted by Swansea CVS, and together, a coproduction strategy aims to give people clarity and resources to build their knowledge and practice in this area. This includes the development of a training programme for staff to better understand and implement co-productive practice. Coproduction is central to how we commission services and develop policy, for example:

- Direct Payments Co-Production Group has designed a new Direct Payments process for Swansea.
- Practice Framework Co-Production Group is developing a guide to support people prepare for their assessment.
- Learning Disabilities Co-Production Group has supported the involvement of citizens in contract awards.
- Advocacy Co-production Group has designed a new advocacy service.

Case Study 2: Swansea’s Children’s Rights Network

Swansea's Children's Rights Network is made up of over 80 stakeholders with a vested interest in furthering the children's rights agenda in Swansea. We now know, based on feedback from children and young people, the key issues they wish to work on to make Swansea a better place to live are:

1. Protecting the Environment and Green Spaces
2. Quiet voices – developing systems for listening to children and young people who do not wish to 'speak up' but do want to have their say, e.g. digital platforms and virtual suggestions boxes
3. Supporting disabled children – working on making change so that disabled children feel integrated and able to have their voices heard as any other child would.
4. Equality for LGBTQ+ children and young people – developing resources that address discrimination and promote diversity and equality for children and young people who identify as LGBTQ+
5. Politics – developing resources for children and young people to understand what politics is, who local politicians are and how to organise change
6. Listening to Learners – strengthening collective pupil voice across the County, build [Children-and-Young-Peoples-Rights-Scheme 2021](#)

**Work with partners to raise awareness around domestic abuse and put in place effective and timely interventions and support.**

During the COVID-19 pandemic hit, the Council's response to Violence Against Women Domestic Abuse and Sexual Violence (VAWDASV) shifted to a rapid and adaptable partnership approach to the emerging crisis and the impact it had on the safety of women, and within families. Our VAWDASV offer works alongside early help, our safeguarding hub and the Child and Family Single Point of Contact to ensure a more coordinated response to requests for help. Also strengthening the work between adults and child and family services by working together on a whole system approach. Swansea Council prioritised awareness raising campaigns with a strong message that help is available. We developed multimedia campaigns involving staff from Child and Family services, supporting national messaging such as #youarenotalone, and ensured that local information on support services was regularly promoted.

**Case study 3: Football and rugby clubs urged to support White Ribbon campaign**

Rugby and football clubs across Swansea were asked to join the council in marking White Ribbon Day on Thursday November 25. It is a national campaign to tackle male violence against women by asking men and boys to take a stand against violence and to challenge sexist and inappropriate behaviour.

Swansea RFC and Loughor RFC signed-up with their players making short video pledges. Other clubs including grassroots and community clubs were asked to also join by posting their support on social media ahead of November 25 by using the hashtags #AllMenCan and #SwanseaMenCan.

Swansea Council Cabinet Member Andrew Stevens, who plays for Loughor, said: "Every three days a woman is killed by a man in the UK.

"Harassment and abuse affect women daily, in the street, workplaces and in their homes. It is a growing issue and it is our responsibility as men, to stop it.

"For White Ribbon Day this year, we are asking rugby and football clubs across Swansea to come together and say no to violence against women. Swansea men can make a change.

"I'm proud that my club is supporting this campaign and I would urge others - seniors and juniors - to join in and show their support for White Ribbon Day."

**Address social isolation and enhance quality of life of older people, within supportive communities by extending local area coordination and the range of support and preventative opportunities.**

We are looking at new sustainable models to improve health and wellbeing outcomes. We are supporting the development of a volunteer strategy and the development of domiciliary care micro enterprises, in areas where traditional providers struggle to operate within and to support to unpaid carers.

Swansea has a Local Area Coordination team covering the whole city to help people find the right help and support, now working in all areas, helping people to 'Get a life not a service'. A Local Area Coordinator can help anyone build relationships within their community. We support older people, disabled people, people with mental health problems, and their families and carers to:

- to build their own vision of what a good life looks like;
- to stay strong and connected;
- to feel safer and more confident in the future.

Swansea's Employability Team continues to support a diverse range of clients across many age groups into employment. Swansea's CREST Recovery college offers a range of mental health recovery focussed courses, and day opportunities are resuming after the pandemic. We must acknowledge the efforts of our workforce and volunteers in ensuring our most vulnerable people are supported, and in responding to the new challenges as Swansea welcomes new families and citizens from troubled countries.

**Case Study 4: Local Area Co-ordination**

When C phoned S, the Local Area Coordinator, it was initially to glean some information regarding her mother (who she was caring for). When they discussed some possible options for her mother, C said there was no way her mother would engage with anything at present and would not accept calls from anyone. While they were on the phone, S asked how C was personally coping. She said she was struggling to care for her mother as well as dealing with current stresses that were going on in her own life. She joked that she needed to work with S herself.

**What happened:**

S noticed this and offered to discuss it further. C was appreciative and they agreed a call the following week. During this call, C explained that she was in the process of trying to move which was very stressful and was experiencing her own health issues. Her mother was an additional responsibility, which sometimes made things feel overwhelming.

**Starting at the start – a Local Area Coordinator works within a local community and provides information, advice and support to help people solve their own problems**

They broke down what was important and needed focussing on first and it was C dealing with her admin because she felt unable to make a start. She had forms that needed completing that have been there for months as well as phone calls which could mean she is on hold for ages. She just could not face doing it. Together, they unpicked what doing one of the tasks could mean and discussed how it would feel to allocate half an hour and do one form or one phone call. C agreed she could do this and said she felt better with a realistic plan.



**Local Area Coordination focusses on information, enabling people to access what they need to know to support their decision making**

They also looked at support for her as a Carer and C has already received some support from Swansea Carer's Centre. Because her mother was not willing to engage, C said she has accepted that responsibility, so they looked at how C could be proactive with her own self-care. C felt that having some support and encouragement to navigate the things that were causing her stress and setting small goals that she could achieve would help her to start feeling more positive and motivated. S reassured her that she would lead the support and it could last as long as she needed it.

**Asking the right questions – instead of focussing on deficits, the Local Area Coordinator helps people focus on their own vision for a good life building on their own assets and relationships**

**What's next:**

C has completed all the relevant housing forms, put her house on the market and is currently awaiting to hear back. She said she was in a "real dip" for a while and once she made a start on the things she needed to do, everything became a little easier and less overwhelming.

**The individual or family leads but the Local Area Coordinator supports people to take practical action for change**

C feels as though things are moving in the right direction and she has S's phone number if she ever needs to call again.

"Thank you so much for being there. Things are starting in the process of getting sorted so hopefully I'll be ok now. If not, I may be in touch in the future!"

**Supporting our most vulnerable adults to remain safe and independent at home, by implementing the Adult Service model and rebalancing our service offer to focus on prevention, reablement, and recovery, including Community and Residential Reablement services, a new model of delivering domiciliary care and implementing the 'Hospital to Home' model.**

Adult Services is supporting more people in innovative ways, and the Council has remodelled more of its service delivery to people with complex needs who require care and support. Our Adult Services Service model continues to focus upon early intervention, prevention and reablement. We achieve the best possible support for people by making best use of community resources available supported by our highly skilled and valued workforce. Our transformational ambition for Adult Services is based on our vision:

"People in Swansea will have access to modern health and social care services which enable them to lead fulfilled lives with a sense of wellbeing within supportive families and resilient communities".

By ensuring co-production underpins our planning and commissioning, we are delivering services with people, rather than for them. There is high demand for social care assistance at the front door, and for social care assessments completed by frontline social work teams, with people receiving ongoing care and support, including support to carers as a result. We are challenging historic ways of working through a new practice model, 'Collaborative Communication', which focuses on working with the rights, strengths, outcomes, voice, choice and control of individuals.

#### Case Study 5: New Models of Delivery.

Working with elected members, building on a pilot funded through the Foundational Economy Fund we have continued to develop micro enterprises in partnership with Swansea Council for Voluntary Service. Working alongside colleagues from assessment and care management, commissioning, local area coordination and direct payments we have supported the development of a range of micro enterprises meeting a range of need. Current work includes a focus on the development of domiciliary care micro enterprises in areas of Swansea that traditional providers struggle to operate within.

Funding secured from Covid Recovery Grant was used to pump prime micro enterprises which were able to deliver services to unpaid carers free of charge for a temporary period. We are hopeful that this will change the narrative within carers assessments leading to practical solutions to meet carers needs via direct payments in the long run.

We are also looking into a pilot working with existing supported living providers and micro providers to look at how we can deliver collaborative care and support at a hyper local level.

#### Case Study 6: Day Care in Swansea: St Johns

Swansea Local Day services are transforming into innovative hubs and spaces where care and support is provided alongside a broader wellbeing offer.

St Johns is a great example, having been nominated for a social care accolade recently, the service has continued to grow.

Men's shed has gone from strength to strength, there are around 20 members who visit regularly, and they have formed valuable friendships that go beyond the weekly meet.

A ladies group was started through covid so people would have a safe space to meet and make friends, relieving loneliness and isolation.

Also an emergency food bank has grown to support people who found themselves without food for a variety of reasons, with the "food pantry" now sponsored by Morrisons. Through a period poverty grant, they can offer sanitary products as well.

Their community garden now grows a variety of fruit and vegetables which support the food bank so people are able to have fresh, wholesome items to supplement their weekly parcels. We are looking at having a weekly farmers market through the summer this year so people can pick their own, with the men's shed group are dedicated to making the garden a success.

St Johns also participated in a "kite project" last year, led by the Glyn Vivian art gallery. A giant kite was produced by the community and woven together from individuals postcard sized pieces of material. The theme was - what you want to hold onto and what you want to let go of from the covid pandemic.

The "People's library" has now started and is about bringing people together and sharing stories. It is the first one in Wales and is proving to be very successful. We are going to produce a book this year of stories that people want to share with others. It proves that people are people and were not so different regardless of background, age, gender or where we originated from.

There are similar stories emerging in other local day services.

**Improve the well-being outcomes of young carers and care leavers, through a range of interventions, including Information, advice and improved access to support services.**

YMCA Swansea and Swansea Council are working together to improve the support available to young carers. The young carers support service was the subject of a Council procurement and tendering process early in 2021 to reflect the scale and ambition of this new, emerging service. Through the formation of a Young Carers Board, engagement is taking place on a broad vision to create an inclusive movement, transforming communities so that young people belong, contribute & thrive.

Since the systems thinking review last year, the BAYS+ Service has been through lots of changes. The primary focus of the service in meeting the needs of including young people care experienced is: "BAYS+ will listen, understand, care about, and support me to make the best choices in my life. If I need to, I can rely on them 'no matter what.'" Info-Nation have redesigned their front door offer to ensure a more responsive drop-in service, and improved coordination of preventative service.

**Case Study 7: Swansea Parent Carer forum/PAN Parents Advisory Network**

Swansea Parent Carer forum are interested in how the system can learn from individual stories. The Forum listens and feed the voice of parent carers into decision making. Then to feed back to parent carers.

The group sits on working groups with the Local Authority, Health Board and West Glamorgan Regional Partnership. They also arrange training for other parent carers.

<https://swanseapcf.org/>

PAN West Glamorgan is a group of parents and professionals, working for a more compassionate and humane response to parents who may be at risk of losing their children, or who have lost their children to the care system. The project is parent-led, supported by professionals.

The Parent Café is extending engagement to inform, support, educate and influence parents and professionals in promoting the voice and participation of parents in decision making in the safeguarding arena.

**Case Study 8: Direct Payments to Carers**

We have extended the use of direct payments to support carers, and as an alternative to domiciliary care. The new Direct Payment team have been listening to stories of carers who have been receiving direct payments to support them in the care of a loved one:

'C' said direct payments is a fantastic service in terms of giving him flexibility by employing a Personal Assistant (PA) which work flexibly for him and his family's needs and requirements, as opposed to maybe domiciliary care with fixed days times of calling etc..

Having direct payments has enabled 'K' to utilise her time in doing lots of basic things which everyone takes for granted like. These are things that most people take for granted, to eat to feel fresh, improve health & well-being. K would like to primarily have time away from her caring role, and have a holiday, respite, quality of time on her own to rest, recuperate, and think.

'R' said the Direct Payment (DP) has made a HUGE DIFFERENCE to her quality of life

The [DP] has enabled her to do basic things in life, like sitting down, RELAXING, making telephone calls to family / friends and paying household bills. Sometimes the Personal Assistant is caring for her husband at home, so this gives R some time to lie down and rest as well.

*Further examples can be found within Director of Social Services Annual Report.*

**As a Dementia Friendly City, Charter for Older People, and through the Ageing Well strategy, we will support Swansea citizens who are affected to feel valued, to contribute and participate in mainstream society, and to remain safely in their own homes.**

Swansea is the first Dementia Friendly City in Wales, with the Dementia Friendly Swansea forum aimed at improving the quality of life for people living with dementia. A Dementia Hwb is a unique pop-up information centre, open in Swansea Quadrant centre, and staffed by a mix of volunteers from Dementia Friendly Swansea plus individuals and professionals from local organisations. Intergenerational work continues to raise awareness of dementia across Swansea, within schools and involving pupils with residents in local care homes. Pontarddulais Comprehensive became the first school in the city to be officially recognised as a Dementia Friendly School. Pupils at and their teachers were presented with the award by the Alzheimer's Society. This work involving school children and residents at The Hollies and Pontarddulais continues through bilingual awareness sessions and joint activities through the medium of Welsh in The Hollie and other local services. Swansea is committed to a rights-based approach to work with adults. Our Ageing Well Engagement Plan ensures that older people's views and issues are well represented and considered in all planning work, whether through the Big Conversation events, 50+ Network or through all our engagement work. Our Life Stages Team continues to promote participation, a wide range of activities and support networks.

#### Case Study 9: Ideas shared as council marks Day of Older Persons

Residents and community groups have been sharing their thoughts and ideas on reducing social isolation and ageing well as part of the International Day of Older Persons. Swansea Council's Cabinet Member for Health and Social Care in 2021/22 Mark Child joined them for a social gathering at the marina in October 2021.

Cllr Child said: "Over the coming months the council, working with our partners, will be looking to identify new initiatives to reduce social isolation in a Covid safe way, encourage active ageing and also tackle other issues that are important to older people such as digital exclusion.

"I was really pleased people were able to join me and hope they enjoyed it as much as I did and felt it was worthwhile.

"We have recently appointed Rhys Thomas as our new Older Person's Partnership and Involvement Officer and Rhys also joined us.

"Rhys will be working with community members and groups to hear the voice of people aged 50 and over and to work with them to improve opportunities to live and age well in Swansea."

### 3. What and how can we do better (now and for the long-term)?

Our social services carried on throughout this extraordinarily difficult period; some services delivered in new ways and some meeting different and additional demands. We will:

- learn the lessons of these new ways of working to inform future delivery models that ensure that we are the best that we can be in meeting the needs of our most vulnerable citizens.

Swansea Council has a proud track record of respecting the rights of adults and children, by listening closely to and working with them in making decisions that affect them. There are many and varied ways in which we support people want to exercise their right to take part in decisions that affect them at different times and in ways that make sense to them. We will:

- Retain our focus on prevention / early help across the whole system, and at the same time safeguarding and meeting the needs of our most vulnerable citizens.

We also need a skilled, professional workforce, across the whole social care sector, who are well managed and supported to carry out their work to highest standards. We will:

- develop new, imaginative approaches in attracting new qualified and unqualified workers to want to work in the health and social care sector, and in retaining their loyalty and commitment.

4. Conclusion – the extent to which the Council is exercising its functions effectively

Well-being Objectives	<i>Getting started</i>	<i>Making simple changes</i>	<i>Being more adventurous</i>	<i>Owning our ambition</i>	<i>Leading the way</i>
<i>Safeguarding People from Harm</i>				X	

This means that the Council is stepping out of a ‘business as usual’ mind-set and acting to change how things are currently done. It is signalling early progress to wider change with more parts of the Council and organisations becoming involved. The Council is taking more well-managed risks, reaching out to other sectors to make progress and collaborating on funding or staffing. The Council defines its approach as ambitious and staff work across sectors and help influence change.

We came to this conclusion because:

*Progress meeting the steps to deliver the Well-being Objective*

The evidence shows that the Council has made significant progress meeting the steps required to deliver its well-being objective to safeguard people from harm. Swansea Council continues to promote a “Safeguarding is everyone’s business” approach; safeguarding our most vulnerable people by prioritising high quality preventative, well-being and social services, by continuing to ensure that safeguarding is ‘everyone’s business’ across the Council, within schools, with partners and through West Glamorgan Safeguarding Board and partnerships.

The Council leads on a corporate wide approach to safeguarding vulnerable people to ensure there are clear lines of responsibility and accountability in all service areas of the Council. By working in partnership, we are implementing the new statutory requirements and the ‘duty to report’ placed on all officers, elected members, volunteers and partners to raise concerns and help tackle the wider range of safeguarding issues now present in our communities. Swansea Council emphasises the rights of adults and children by using ‘what matters most’ to them as citizens, by placing them at the centre of their own care and support and by coproducing services to achieve better outcomes The Council is committed to ensuring citizens have access to high quality and resilient statutory social

services, and 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.

The Council are Improving outcomes for children and young people - by promoting rights of, and opportunities for children and young people, and toward better life chances for looked after children and care leavers. We are implementing a new 'Supporting children and young people to be safe with family' strategy, taking action to reduce the number of children and young people who need to be looked after by Swansea Council, where safe alternatives can be identified. The Child and Family Services Improvement programme continues to develop our social work practice and the high-quality range of services to support children, young people, and families.

We are transforming how we manage care and support vulnerable adults. We are working regionally, with health board partners and local providers to support 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.

*Contributing to the achievement of all the national well-being goals.*

The Council is working to maximise its contribution to the national well-being goals when meeting its well-being objective to safeguard people from harm:

- *A prosperous Wales* –the local and regional health and social care market contributes significantly to the local and regional economy, with a skilled, professionalised workforce needed to meet growing demand.
- *A Resilient Wales* – we are supporting adults with a range of disabilities and needs to become more independent by promoting access to well-being, learning and work experience opportunities, including support to manage coastal, wildlife and environmental habitats.
- *A Healthier Wales* – by working together health and social care services have responded to challenges posed by the pandemic to safeguard people from harm, improving their physical, emotional and mental health and well-being, and by supporting people to maintain independence and quality of life throughout their life course.
- *A more Equal Wales* – ensuring equal access to health and social care through information, advice and assistance and building on strengths of families and assets within communities to plan their own care and support, and to reach their full potential, increasingly by preventing the need for statutory services.
- *A Wales of Cohesive Communities* – through supportive and mutually responsible communities working together to safeguard our most people, with Council employees, elected Members and people in our communities feeling confident about identifying and reporting their safeguarding concerns in respect of children and adults.
- *A Wales of vibrant culture and thriving Welsh language* – Working with partners through the Ageing Well Strategy to deliver the active offer and apply our learning to improving social care, and through intergeneration working, including through the medium of Welsh.
- *A globally responsible Wales* – the Council's safeguarding arrangements are informed by the Council's commitment to the United Nations Convention on the Rights of the Child (UNCRC) and human rights of all citizens

*Working sustainably when taking steps to meet this Well-being Objective:*

The council is working sustainable in line with the following five ways of working when meeting its well-being objective to safeguard people from harm:

- *Preventing problems from occurring or from getting worse* – by developing early help to ensure people’s wellbeing outcomes are met before becoming more complex, needing statutory services.
- *Addressing long-term challenges* –by doing preventative work to reduce demands placed on social care services from local population changes, number of children needing to be looked after by the Local Authority, vulnerable adults and those experiencing long term conditions, such as mental health, dementia.
- *Working in partnership with others* –by tackling domestic abuse and helping people to live and age well with partners through the Public Service Board.
- *Avoiding conflicts between public body objectives* –by working with partners through the West Glamorgan Regional Safeguarding arrangements and through the Public Service Board.
- *Involving people* – by involving carers and victims of domestic abuse in their care and looked after children and their families by focussing on their strengths and assets and what they can bring to the table involving parents, families and communities.

## Improving Education and Skills

### 1. Why this is a Well-being Objective and what success will look like

We want:

- Swansea to be one of the best places in the world for children and young people to grow up.
- Every child and young person in Swansea to achieve, to be healthy, to be resilient and to be safe.
- Children and young people to attend school regularly because they are more likely to achieve the skills and qualifications that they need to go on into further education, higher education, employment, or training.
- Children and young people to obtain qualifications and skills that are suited to the economic needs of the future and to be able to contribute positively as active local citizens.
- To prevent children from becoming disengaged from 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 acknowledge that a child or young person with additional learning needs requires timely and effective support to allow them to reach their full potential.
- Our children and young people to be aware of their global rights and responsibilities so that they can be active and responsible citizens, fulfil their potential and make a difference to their communities.
- Our children and young people to have good Welsh language skills.

### 2. How well are we doing – and how do we know?

#### **Support pupils, families, and schools to maintain continuity of learning and well-being during the Covid-19 response and recovery.**

The COVID-19 pandemic presented several significant challenges for pupils, their families, and schools across two academic years in 2021-2022. The Schools Scrutiny Performance Panel identified a few challenges for learners because of the pandemic including: insecure foundations for learning, a lack of progression for some learners, a few learners being more challenged than others, demands on the teaching profession and pressures within the education system. During 2021/22, schools were required to implement Welsh Government guidance as Wales moved through different alert levels with the aim to normalise the school's environment as much as possible, when it was safe to do so. In addition to working with learners and staff within our schools to implement the guidance, schools also worked in partnership with parents and carers to support them and ensure they understood the guidance and their responsibilities.

Although COVID-19 restrictions for wider society were relaxed in the early summer of 2021, strict COVID-19 control measures remained in schools until September 2021 with significant disruption to education continuing during autumn 2021 and spring 2022. As part of the Council's Achieving Better Together recovery programme, Education delivered well on key work streams within the programme with a particular focus on well-being. Our recovery work in Education was also aligned with Welsh Government's Renew and Recovery Plan for Education. National operational guidance to schools was replaced by a national framework for recovery in September 2021. In addition to national guidance and frameworks, we continued to work with our headteachers and with children and young people to listen to their experiences of the pandemic and views on priorities for recovery and new learning opportunities in the future.



During 2021/2022, schools employed a wide range of strategies for continuity of learning. Additional support for learners and their families to attend school was delivered successfully. In addition to support for learning, schools also looked after the well-being of learners and their families with mental health, anxiety, and bereavement issues, with a specific focus on checking the well-being of vulnerable learners. Schools employed strategies to support the well-being of their staff and worked in partnership with Careers Wales, Virgin Atlantic, local colleges, and other partners to provide opportunities to welcome children back to learning, with new opportunities and experiences for vocational learning. Wider support provided by schools included the provision of childcare facilities for key workers and the delivery of information technology equipment. The introduction of an efficient payment system for children who were eligible for free school meals supported learners needs well.

**Continue to support and challenge schools to improve attendance and pupil performance, with a focus on improving literacy (in English and Welsh), numeracy and digital competency for all children of all ages, including those who LAC, EOTAS or have additional learning needs.**

School attendance has continued to be negatively impacted because of the pandemic during 2021/2022. The normal collection of attendance data continued to be suspended in 2021/2022. Local data shows that nearly all schools in Swansea were at least 5 percentage points lower than attendance rates in previous year. In secondary schools, whole year groups and 'bubbles' of children in primary school were still required to isolate if one of their peers tested positive for COVID-19, up until September 2021. New guidance from September 2021, allowed schools to relax their COVID-19 control measures, although attendance continued to be hampered by learners testing positive for COVID-19 and requirements to self isolate.

During 2021/2022, externally verified examinations, the collation of teacher assessments for earlier stage key assessments and the national categorisation of schools also remained suspended. Despite the lack of performance information in relation to externally verified examinations, we have continued to assess progress against our Education Directorate objectives, Business Unit objectives and Performance objectives. Overall, performance against key objectives is good and for the majority of objectives reflects a status of suitable progress, addressing the priorities in most aspects. Our Education Directorate continued to monitor a wide range of data on information about learners, school staff, school buildings and learning outcomes through using Management Information Systems (MIS) including SIMS and Capita ONE. The key assurances for school management, governance and performance were now mainly achieved through monitoring and evaluation by Education officers. Although Estyn inspections continued to be suspended during the pandemic up until Spring 2022, we received a good level of assurance from Estyn about the effectiveness of our approach and activities in relation to supporting learners and parents and carers during the pandemic.

Support for schools to improve high quality learning and teaching has continued effectively through virtual networks, events and conferences designed to share best practice and focus on evidence informed professional learning. Swansea's Virtual School remains live and updated. Professional learning in this area has been beneficial and has supported practitioners and local authority officers to deepen their knowledge and understanding of how to use digital technology to enhance learning and develop their skills. The journey towards ambitious curriculum provision in Swansea has progressed well with many schools embracing changes to ensure that learners are well equipped for future occupations.

**Meet demand for Welsh-medium education and promote the use of Welsh in schools and socially through the Welsh in Education Strategic Plan.**

Cabinet approved the Council's draft Welsh in Education Strategic Plan 2022/2032 in January 2022. The ten-year plan outlines the Council's vision to increase and improve the provision of Welsh-medium education in the local area including increasing the number of Welsh-medium education places, promoting the use of the Welsh language and supporting bi-lingualism for children during their early years and throughout their school career. Work has continued to develop more Welsh-medium places with the opening of the new and enhanced accommodation and facilities for Ysgol Gynradd Gymraeg Tan y lan and Ysgol Gynradd Gymraeg Tirdeunaw, followed by additional classroom space at Ysgol Gynradd Gymraeg Bryn y Môr and Ysgol Gynradd Gymraeg Y Login Fach. We have also been working to complement this provision through delivering enhanced provision at both our Welsh-medium Comprehensive Schools Ysgol Gyfun Gŵyr and Ysgol Gyfun Gymraeg Bryn Tawe. We have continued to monitor data on the number of learners attending Welsh-medium and schools have undertaken assessments on Welsh-language levels, which informed our strategy to increase the use of Welsh Language, for example Welsh in Education Strategic Plan in accordance with the Welsh Government Cymraeg 2050 strategy. An updated knowledge of the growth of Welsh-speaking households in the local authority will be gathered following the publication of the 2021 National Census data.

In addition to improving access to school spaces we have improved our provision for Welsh across Swansea through training for teachers and the development of an accredited scheme for creating a Welsh charter in schools and support for the use of incidental Welsh outside the classroom. Provision to support schools includes high-quality professional learning, brokering school-to-school support, developing a range of beneficial resources such as a language continuum and Dimensiwn Cymraeg website as well as supporting latecomers to Welsh. The Welsh language features heavily in the new curriculum. Professional learning to support subject teaching in Welsh in Welsh medium and English medium schools is supported by the newly formed regional partnership Partneriaeth. A collaborative effort between the local and central team of Welsh officers will give good access to professional learning for all progression point expectations in the new curriculum.

In terms of vulnerable learners, all our Welsh-medium schools have received good support and guidance in building their capacity in identifying need and providing provision at a local level through the medium of Welsh. Additional specialist support can be requested from Welsh speaking educational psychologists and through targeted support that is provided by the speech, language, and social communication resource (SLCT). The Welsh in Education Strategic Plan (WESP) also provides long-term aims to ensure that ALN provision is provided in the language of choice, acknowledging the likely increase in demand. The ongoing specialist teaching facility (STF) review includes a workstream relating to Welsh-medium specialist provision, continuing the cross-cutting review ethos of providing opportunities for learners to be included in mainstream.

**Continue to involve children and young people in their education and community through Schools Councils and Big Conversation engagement events. By continuing to encourage schools to become UNICEF Rights Respecting Schools as part of our commitment to the UNCRC, develop young citizens to respect rights, understand responsibilities and to be globally aware and responsible citizens.**

We have continued to involve children and young people in their education and communities through our Children and Young People's Rights Scheme, aiming to ensure that the views of children and young people are fed into decision making processes and they can influence decisions which

affect them. We have adopted a whole Council approach to embedding the voices of children and young people into decision making. During 2021/2022, we revised our Children and Young People's Rights Scheme and co-produced several indicators to inform the development of the Scheme. Children and Young People emphasised the importance of equality and non-discrimination. Members of Swansea's Children's Rights Network met in January 2022 to begin the process of co-production, drafting indicators based around the five principles of our agreed rights-based approach. Work was undertaken to facilitate sessions with 233 children and young people from eleven schools to determine the actions that they think the Council should take and measures of success. All children chose to focus on equality and non-discrimination or participation as their principles of choice. Children's Rights Network members have used this work to inform the development of performance indicators for the UNCRC Action Plan.

The Council has continued to build upon our engagement with Children and Young People to identify priorities during recovery from the pandemic. During 2021/2022, the Cabinet Member for Education, the Director of Education, and a Pupil Voice Professional Learning Community (consisting of Secondary School Teachers and pupils) developed a 'pupil voice manifesto' for Swansea. This work was led by Bishopston Comprehensive and supported by the Education Directorate. Each secondary school has now developed their own manifesto and work is ongoing to bring these together into one Swansea Pupil Manifesto.

#### Case study 1: listening to the voices of disabled children and young people

A new pilot project has been established in Ysgol Pen Y Bryn where all staff have undertaken INSET training on what it means to embed a principled approach to children's rights into their new curriculum. Work has been undertaken with pupils and staff to map existing good rights practice, and areas for development, for embedding rights will be co-produced by teachers, governors, parents, and pupils. This work has contributed to the development of a national resource that support schools to fulfil their commitment to rights outlined in the Curriculum and Assessment Act and Additional Learning Needs Act, i.e., to promote knowledge of the UNCRC, as well as to understand the principles of the UNCRPD to support pupils with ALN and/or who are disabled. This work is a partnership piece of work with the Education service, Partneriaeth (the new regional education partnership) and the Children's Commissioner's Office for Wales. A case-study of this project is currently being developed to inform a National ALN toolkit showcasing best ALN rights based-practice. This will be hosted on the website of the Children's Commissioner for Wales.

#### **Ensure our vulnerable children are not disadvantaged by poverty or other factors that limit or restrict them in achieving and attaining standards and wellbeing in education.**

We have continued to support vulnerable children and ensure that they are not disadvantaged by poverty or other factors that impact upon them in terms of educational attainment and well-being. We have continued to deliver our plan to support vulnerable learners, particularly those with additional learning needs because of the Additional Learning Needs and Education Tribunal (ALNET) Act (2018) through implementation of our Additional Learning Needs Strategy 2019/2022. Although the number of Statements of Special Educational Needs issued within 26 weeks has been an area for continual improvement, the transition to a gradual implementation of Individual Development Plans (IDPs) for additional learning needs learners has progressed well. The new system to manage the process around creating and managing IDPs now focuses on a more person-centred approach and maps wider support for children and young people. More places have been created to meet the needs of children in our special schools as well as extensive training provided to teachers working with children with additional learning needs. Work is ongoing in relation to reviewing the sufficiency

of specialist places for children and young people across Swansea. There has been positive feedback from additional learning needs co-ordinators to confirm that Swansea provides strong support to implement the new ALNET Act.

Work has also been undertaken in mainstream schools to improve the support for children and young people with Social Communication Difficulties (including Autistic Spectrum Disorder) and Social, Emotional and Behavioural Difficulties. We have also continued to work with the Welsh Government in terms of developing a curriculum for British Sign Language (BSL) and continued to work closely with the Local Health Board in terms of agreeing roles and responsibilities and the provision of appropriate support.

During 2021/2022, we have continued to track learners either individually at school level or via the Vulnerability Assessment Profile (VAP) to identify learners who may need additional support and interventions. Around 10% of learners had VAP scores of 10 or higher in 2022. Local data based on the Fischer Family Trust (FFT) shows that the gap in attainment between Free School Meal (FSM) and non-FSM learners at key stage 4 remained during 2021. Good progress has been made in narrowing the gap in outcomes for learners with Additional Learning Needs (ALN) and non-ALN. The data also shows the outcomes for both minority ethnic learners and English as an additional language (EAL) have continued to improve throughout the key stages and these groups outperformed their peers by the end of key stage 4.

Performance data shows that there is a strong correlation between VAP average scores and the Welsh Index of Multiple Deprivation - pupils who live in the 10% most deprived areas have an average score of 6.9 - compared to 1.6 for those living in the 10% least deprived. During 2021/22 we also continued to use Pupil Deprivation Grant (PDG) to support learners by facilitating professional learning for staff focussing on elements such as speech and language provision, well-being, attachment, and catch-up programmes. We have also used the PDG to employ staff to support pupils and families. In addition, we have continued to participate in a range of programmes and professional learning coordinated by a regional lead to support children and young people impacted upon poverty and are working towards ensuring that all schools have a senior leader who has responsibility for championing pupils who are FSM.

During 2021/22, we have continued to build on our strong culture of safeguarding within education services ensuring robust integrated safeguarding procedures. Key personnel, such as a dedicated Education Safeguarding Officer, have worked closely with the Local Authority Designated Officer (LADO) and other services, such as the Contextual Missing and Exploited Team (CMET) and the Early Help Hub (EHH) through the Integrated Safeguarding Hub (ISH) to provide support for education services and its learners. We have continued to build on collaboratively working with Child and Family Services developed during the pandemic to ensure that there is a shared understanding and assessment of vulnerable learners which is consistent across all schools, enabling monitoring, support and targeted interventions.

**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. We will, by using our school building and maintenance programme, reduce our carbon footprint.**

We have continued to review capacity calculations in our schools on an annual basis and share information with the QED Programme Board, along with other statistics on school places, to monitor and review the spread of school places. There is currently sufficient capacity in all sectors, except for specialist provision, and a short-term strategy has been implemented to address the pressures on specialist places, with a long-term strategy in development. Schools that are oversubscribed are

subject to strategies as part of the long-term strategic outline programme for schools to manage the pressure, realise opportunities linked to the Specialist Teaching Facilities (STF) review, or long-term strategies including linkages to the Local Development Plan (LDP). This year, new and enhanced accommodation and facilities were opened for Welsh medium primary schools, providing a further 402 places. Over the last 5 years we have continued to transform our schools' estate to meet demand and as funding has allowed and developed detailed business cases in the region of £150m.

During 2021/2022 we have also continued with our strategy to support schools to maintain their buildings. Working with Building Services we have developed a more robust methodology for suitability assessments, which has been adopted by Welsh Government for its condition and suitability returns.

Knowledge of our schools, combined with a comprehensive assessment framework and other analyses has informed the authority's approved Strategic Outline Programme (SOP) and resulted in robust prioritisation of current and future needs. Schools have continued to benefit most of the Council's annual capital maintenance programme, which is prioritised based on risk and consistent with QEd/Sustainable Communities for Learning Programme schemes. During the life cycle of Band B funding, more than 63 schools in Swansea have benefitted from capital maintenance. All projects within Band A of the QEd/Sustainable Communities for Learning Programme and three projects (the new Pupil Referral Unit and two Welsh-medium primary school builds) from Band B have been delivered. A Welsh-medium secondary school is due for completion in May 2022, and an English-medium secondary by May 2023.

**Align our education system and continue to develop and enhance partnerships to ensure we create the right people with the right skills to supply the new economies and meet the challenge of the Swansea Bay City Deal. We will encourage schools to support each other.**

The Skills and Talent programme is a unique programme within the Swansea Bay City Deal, which aims to provide a skills training solution and the development of a sustainable skills infrastructure to develop the future workforce of the region. The programme is led by the Regional Learning and Skills Partnership (RLSP), a partnership of industry employers and public sector training and education providers. During 2021/2022, the RLSP completed a business case for the Skills and Talent programme, which has now been approved by the Welsh and UK Governments.

A Regional Programme Manager has been appointed to take forward school-based projects, engagement, and other initiatives at a local level. The aim of this is to create a clear career pathway from school education through further and higher education in the key areas of digital, construction, energy, smart manufacturing and life-science and wellbeing. Specifically, the Skills and Talent programme seeks to influence curriculum development and delivery to ensure the adequate supply of young people with the right skills sets. It is anticipated that the project will create at least 3,000 new apprenticeships and deliver an additional 2,200 development opportunities as well as creating centres of excellence within sectors such Digital, Energy, Construction, and Well-Being.

Our Partneriaeth Sgiliau Abertawe/Swansea Skills Partnership (PSA/SSP) has continued to build upon promoting, maintaining and developing Swansea as a UNESCO Learning City and developing a local action plan focussing on digital capacity and guidance for learners to inspire learners to consider the types of jobs and opportunities within the Swansea Bay City Deal. During the last year the PSA/SSP has developed further work in these areas with an emphasis on digital competence of both educators and learners as well as pupils being able to find out about digital careers. Funding has also been provided to all secondary schools to promote "digital" transition from primary to secondary and was used to design a digital transition project in collaboration with their feeder primary schools.

Further training sessions have also been delivered across all schools to try to improve the digital skills of teachers, including blended learning approaches and now hybrid approaches to ensure learners isolating/recovering from illness can be educated effectively. Teachers have also been trained through a Digital Learning Apprenticeship scheme and by Swansea University through Technocamps.

#### Case study 2: Schools developing a Climate sensor

One cluster of schools is trialling a climate sensor device from a local company. TASK, part of Vindico, offers a learner friendly device, that has inbuilt sensors including, temperature, particle, sound, and light. The device should lend itself well to the science and technology area of learning and experience including: a design and technology element (the kit is designed with Lego and will need to design the casing), a science element (discussion of readings and their meanings. Schools can investigate the particles from each school involved and why some are higher than others e.g., more built-up areas or farmed areas) and a computer element (analyse the data from the dashboard in a spreadsheet and create algorithms).

#### **Raise vocational aspirations and skill levels in the workplace, contributing to the development of ambitious, skilled young people and adults by providing apprenticeships.**

We have continued to raise vocational aspirations and skills in the workplace for young people by working with our Further Education colleges in Swansea and neighbouring areas and other learning training providers. Careers and work experiences form an integral part of the new curriculum for Wales. During 2021/2022, all our secondary schools continued to provide vocational courses for young people aged 14 to 16 either at school or off-site at college or in workplaces. We have also continued to work with Gower College and neighbouring colleges to provide options for young people aged 14 to 16, including those who are following an alternative curriculum. We have also continued to support the Welsh Government's Junior Academy, which offers vocational pathways to young people who are at risk of becoming NEET (Not in Employment, Education or Training). We have also continued to work with Gower College through our Cynnydd courses, which provides a range of support and learning opportunities for learners who are at risk of disengagement and has supported over 1,000 learners since its inception. Despite the challenges of the pandemic our Youth work provision has continued to engage with young people and support them into further learning vocational training and employment. During 2021/2022, the service held 466 sessions and contacted 894 known young people and 6185 contacts with unknown young people.

#### Case study 3: the Junior Academy

The Junior Academy is aimed at young people 14-16 years old who have a very clear idea of the vocational pathway they wish to follow and would benefit from a less traditional route. The programme particularly suits those who are at risk of disengaging from the school system and becoming NEET. There are currently 13 learners from four different secondary schools following vocational pathways in Landscaping & Horticulture and Hair & Beauty. Alongside their studies, each learner takes part in work related opportunities through a range of work readiness activities and sector related experiences. All learners who successfully completed the Junior Academy in 2021 progressed to higher level vocational studies, apprenticeships, or employment. The Junior Academy is very much a partnership project between Gower College and secondary schools with a welfare and progression coordinator responsible for support and progression to suitable pathways upon leaving.

The My Choice web platform is now well established and fully updated with the most recent prospectus. This year the RLSP and Careers Wales have provided up-to-date labour market intelligence for several priority sectors for the My Choice website. This year we have continued to work in partnership with Careers Wales to support employer engagement and arrange visits from employers to give presentations, deliver workshops and provide mock interviews. We have also continued to work closely with Careers Wales to support learners with applications for apprenticeships (which are completed through Careers Wales). Many of our secondary schools in Swansea have also participated in the Welsh Government's "Have a Go" initiative, which allows schools to borrow industry kits to support vocational learning. During 2021/2022 we have continued to work with our partners and to promote and provide a range of post-16 vocational training opportunities in sixth forms, colleges, training providers or through apprenticeships with local employers. Young people are then supported to progress into further vocational study, apprenticeships, and employment.

**Develop independent learning skills for lifelong learning to reflect the changing nature of work and to support well-being, creativity and reduce social isolation.**

During 2021/2022 we have built upon our membership of the UNESCO Global Network of Learning Cities through developing our international links through our membership to share ideas and best practice. We have held 3 Learning Festivals since 2019, which have taken place in a range of different communities across the city and have been hosted by learning providers, community groups, community centres, the YMCA, and schools. Our Swansea Lifelong Learning Service have coordinated the festivals, which have involved a wide range of organisations including major employers such as the Driver and Vehicle Licencing Agency (DVLA), the Prison Education Service, Further Education College, two Universities and all schools in Swansea. More than 10,000 learners have participated in more than 400 events on courses such as Family Learning, Essential Skills, Guitar, Calligraphy, Art, Needlecraft, Digital Photography, IT, Floristry, Cookery and Yoga as part of the festivals

3. What and how can we do better (now and for the long-term)?

As part of our improvement culture, a few areas for improvement have been identified in relation to outcomes, provision, and leadership. Key areas for improvement in terms of outcomes include:

- further analyse with schools the impact on learner outcomes because of the pandemic, including basic skills in the early years and pre-school, Welsh language skills, mental health and wellbeing, curriculum design, teaching and learning, and assessment;
- develop a strategy to promote the inclusion to support vulnerable groups of learners and to ensure that the Local Authority has oversight of individualised tracking on learner progress;
- develop an Inclusion for Learners Strategy, focus on the few elements of the ALN strategy where further progress is required and finalise the revision of the accessibility strategy and plan;
- develop further sufficient specialist places for learners with ALN, including STFs and special schools, and support schools to build capacity to meet the needs of learners with SEBD to prevent exclusion or referral to EOTAS and embed universal strategies for all areas of ALN;
- develop a coherent strategy to support literacy and numeracy outcomes in schools and further assess the impact of increased Welsh-medium provision and falling birth rates within the English medium sector;
- evaluate provision within schools that have smaller numbers;

- in terms of provision (services), continue and enhance the effectiveness of Member/Officer engagement to inform next stage development of longer-term capital investment and school organisation proposals.

Areas for improvement in relation to leadership include:

- the development of the Abertawe 2027 strategic plan to succeed Abertawe 2023 for education improvement in Swansea;
- sustain the quality of leadership across the education system (school leaders, governors, members, and officers) and embed a consistent and high quality new regional improvement partnership;
- establish more effective collaboration with the Local Health Board to ensure the statutory requirement of ALNET are met to ensure vulnerable leaders achieve good outcomes.

Other significant areas for improvement are the need to further improve education outcomes and skills to take advantage of the Swansea Bay City Deal, funding, progressing projects that are in the final phases of Band B of the QEd/Sustainable Communities for Learning Programme and commencing the planning for future school reorganisation and investment priorities.

#### 4. Conclusion - the extent to which the Council is exercising its functions effectively

A review of the evidence in relation to whether the Council is exercising its functions effectively in relation to its Education and Skills priority suggests that it is owning its ambition.

<i>Well-being Objectives</i>	<i>Getting started</i>	<i>Making simple changes</i>	<i>Being more adventurous</i>	<i>Owning our ambition</i>	<i>Leading the way</i>
<i>Improving Education and Skills</i>				x	

This means that the Council is stepping out of a ‘business as usual’ mind-set and acting to change how things are currently done. It is signalling early progress to wider change with more parts of the Council and organisations becoming involved. The Council is taking more well-managed risks, reaching out to other sectors to make progress and collaborating on funding or staffing. The Council defines its approach as ambitious and staff work across sectors and help influence change.

We came to this conclusion because:

#### *Progress meeting the steps to deliver the Well-being Objective*

Overall, the evidence demonstrates that the Council has made good progress in terms of delivering its Improving Education and Skills well-being objective. Although the collection of data for many of the national performance indicators remain suspended and comparison with previous years or other areas has not been possible, good progress has been made with meeting the Education Directorates objectives, Business Unit objectives and performance indicators. There is a robust internal challenge and quality assurance process within Education and corporately within the Council with a clearly defined process for identifying risks and under performance. Although Estyn suspended its usual round of inspections during the pandemic, as part of a national thematic review Estyn examined the Council’s (Education) response to pandemic and was assured that a range of effective measures had



been put in place to support learners, parents and carers and schools. Parents and carers also expressed high levels of satisfaction with support offered by schools during the pandemic.

*Contributing to the achievement of all the national well-being goals.*

The Council is working to maximise its contribution to the national well-being goals when meeting its well-being objective to improve education and skills:

- *A prosperous Wales* – Responding to the City Deal by ensuring young people have success in STEM subjects and digital skills, such as computer coding.
- *A Resilient Wales* – Schools in Swansea using an online energy analysis tool and energy education programme designed to help schools reduce their electricity and gas usage and reduce their school's carbon emissions and make a real contribution to addressing the 'climate emergency'.
- *A Healthier Wales* – Continuing to involve children in their education through Pupil Voice, Schools Councils and Big Conversation events. Topics have included mindfulness in schools, bullying, homelessness, and healthy relationships. Public Health Wales' healthy schools' initiative sees a high level of engagement in Swansea schools to promote nutrition, physical activity, relationships, awareness of substance misuse, emotional health and wellbeing, safety, hygiene, and the environment.
- *A more Equal Wales* – Ensuring that children are not disadvantaged by poverty or other limiting factors when achieving and attaining standards and well-being in education.
- *A Wales of Cohesive Communities* – Transforming the school's estate to meet demand and to respond to the developments set out within the local development plan (LDP)
- *A Wales of vibrant culture and thriving Welsh language* – Meeting demand for Welsh-medium education and promoting the use of Welsh in schools through the Welsh in Education Strategic Plan.
- *A Globally Responsible Wales* - teaching young citizens to respect rights, understand responsibilities and be globally aware by continuing to support schools to become UNICEF Rights Respecting Schools as part of the Council's commitment to the UNCRC.

*Working sustainably when taking steps to meet this Well-being Objective:*

The council is working sustainably in line with the following five ways of working when meeting its well-being objective to safeguard people from harm:

- *Addressing long-term challenges* - Partneriaeth Sgiliau Abertawe (Swansea Skills Partnership) has been established to look at the longer-term employment opportunities arising from the Swansea Bay City Deal and other longer-term skills required. This will help inform the skills required for learners to be able to fulfil these roles. The 21st Century Schools Programme by Welsh Government provides opportunities to improve and create learning environments fit for the future.
- *Preventing problems from occurring or getting worse* - Early intervention is key to preventing problems occurring or getting worse. For example, the Cynnydd project support learners who are at risk of becoming NEET. In line with ALNET, early identification of need is important to support learners access to education. Good quality teaching is a key factor in successful education. If we ensure that Swansea teachers and leaders are given professional and career development that is aligned to national renew and reform policies and strategies, we can sustain a strong workforce to meet the diverse and emerging needs of children across all Swansea schools.

- *Working in partnership with others* - there are well established working relationships with other areas across the local authority; these include Social Services Directorate for several services to support children and young people. The Parent Carer Forum has been involved particularly with the ALN Transformation programme to support the Authorities preparedness for the new legislation.
- *Joining things up and avoiding conflicts* – continuing to develop our work with Child and Family Services to build upon a shared understanding of vulnerability and identifying those most at risk of harm as we recover from Covid-19.
- *Involving people* - the Education Directorate has a stakeholder engagement function within its Performance Team that provides advice and guidance across the directorate on ensuring that stakeholder engagement mechanisms are used at the earliest opportunity.

## Transforming our Economy & Infrastructure

### 1. Why this is a Well-being Objective and what success will look like

- We want to raise economic performance and create wealth and employment opportunities to improve the economic wellbeing of Swansea's citizens.
- The biggest ever investment for south west Wales has been secured following the approval of the ground-breaking Swansea Bay City Deal on 20th March 2017.
- The City Deal is worth £1.3 billion deal and will 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.
- In Swansea, 100,000 square feet of flexible and affordable new office space will be constructed on Kingsway in the city centre for tech businesses as part of a digital village that will benefit from world-class digital infrastructure.
- The City Deal will lead to further property development on the University of Wales Trinity Saint David's Waterfront Innovation Quarter in SA1 providing affordable space for start-up firms.
- The City Deal will also support the digitalisation of the 3,500 indoor arena planned for the city centre's Swansea Central development site, as well as the development of a digital square to include digital screens and digital artworks.
- The City Deal will further drive the physical regeneration of the city centre in line with our revised City Centre Strategic Framework – in particular, property development and enhancement and associated transport improvements, delivering enabling infrastructure to support regeneration.
- We want to take advantage of the opportunities presented by the City Deal and regeneration of the city centre by creating employment and training opportunities for unemployed and economically inactive people through community benefit clauses in contracts and delivering employability support services in partnership with other council services and external partners.
- We want a planning policy framework that supports growth and regeneration and ensures that communities have sufficient good quality housing at sustainable locations to meet community needs and support sustainable economic growth.
- We want to take advantage of untapped growth potential to generate sustainable energy, protect the environment and boost the economy, including continuing to lobby the government to approve the Tidal Lagoon.
- We want to take advantage of Swansea's natural, cultural and built assets and infrastructure to develop the economy while protecting the environment and improving well-being.

### 2. How well are we doing – and how do we know?

#### **Prepare and implement a Covid-19 Economic Recovery Strategy.**

The Swansea Economic Recovery Action Plan expands on the Council's wider Covid Recovery Plan. It was developed in partnership with Regeneration Swansea (our local economic regeneration partnership) to support the recovery of the local economy from the covid-19 pandemic. It highlights key actions that can support businesses and individuals, improving the resilience of the local economy.

The Plan complements programmes and projects that were already underway pre-COVID 19. It sets out additional actions focusing on raising confidence, supporting businesses, championing local food,

supporting tourism, developing skills and employability for a sustainable economic recovery. It is drawing in funding and resources from Swansea Council, Welsh Government and other partners.

The delivery of actions of initiatives to stimulate economic activity and resilience within Swansea's local economy is ongoing, supported by deployment of the Council's economic recovery fund.

In May 2021 Cabinet agreed that a sum of £20m be set aside to support the economic recovery for the financial years 2021/22 and 2022/23. This enabled recovery plans to be fully funded and instigated with immediate effect. Applications are considered on merit by the Reshaping Strategy & Budget Board. By April 2022, 84 projects had been approved. These included Local Business Grants, Free Bus Travel - Summer Bus Discounts, Free Outdoor Public space for Hospitality, Sector Support for Tourism and Culture, essential Playground Works, a Pilot Pop Up Energy Advice Centre, and Changing Places facilities.

#### Case Study: Free bus offer boosts enthusiasm for public transport

Swansea Council provided free bus transport on weekends for everyone in the city during the summer holidays in a bid to help the city recover from the financial impact of the pandemic. It also wanted to encourage more people to consider using buses instead of their car to get around in the future.

A survey completed by the council has shown that many of those who travelled on the free service will use buses again and could lead to an increase in future passenger numbers. More than 450 people took part in the survey and when asked if the free bus offer would encourage them use buses more regularly, more than 75% said they would. Passenger numbers supplied by transport operators to the council for the duration of the offer highlighted 220,000 passengers used the free service in Summer 2021.

The #FreerideSwansea initiative was successfully repeated at important times throughout the year including Christmas and in school holidays.

#### **Lead the preparation of the South West Wales Economic Delivery Plan.**

Swansea Council has led on the production of the Regional Economic Delivery Plan (REDP) in collaboration with other authorities in the region and Welsh Government.

The completed REDP is the new strategic framework for economic regeneration at the regional and local level. It sets out how we will build on our distinctive strengths and opportunities over the next ten years to develop a more prosperous and resilient South West Wales economy. The strategy and its accompanying action plan identifies transformational project investment in the region that will attract future funding streams from all levels of government such as the UK government's Shared Prosperity Funding programme. The REDP has a major influence on wider policy development so is critical to ensuring integrated delivery in the future.

Preparation of the REDP included a thorough analysis of the evidence base on the region's economy, labour market and infrastructure to determine its strengths, weaknesses, opportunities and threats. Extensive consultation was undertaken with stakeholders across the region. Development of the plan also included consideration of national, regional and local policy context including the Well-being of Future Generations Act, decarbonisation and the achievement of net zero by 2050, technological and demographic change and Brexit.

The REDP sets out three 'Ambitions':

- Resilient and sustainable
- Enterprising and ambitious
- Balanced and inclusive

These ambitions are supported by three complementary ‘Missions’, which will guide activity over the next ten years:

- Mission 1 – Establishing South West Wales as a UK leader in renewable energy and the development of a net zero economy: Taking forward the region’s major energy related projects and driving the benefits through the region (via industrial decarbonisation, supply chain opportunities, university-linked innovation, etc.).
- Mission 2 – Building a strong, resilient and embedded business base: Understanding and growing the business stock, supporting widespread social and commercial entrepreneurship, creating stronger supply chain and innovation networks, making public sector support sustainable; driving forward technology adoption and diffusion.
- Mission 3 – Growing and sustaining the ‘experience’ offer: Linking environmental quality, quality of life and community character to create a region that retains and attracts talent and investment, and to promote this consistently and powerfully to the outside world.

The REDP sets out some initial key action areas to deliver against the ambitions and missions. These actions, which include key economic development and infrastructure projects, form the basis of a ‘living’ action plan document that will be regularly reviewed by regional partners and will evolve to embrace new investment proposals as they emerge.

Development of the Plan is now complete and it has been adopted by all four Local Authorities including Swansea Council in January 2022 and the South West Wales Corporate Joint Committee in March 2022.

**Take advantage of the opportunities presented by the City Deal and continue the regeneration of the city centre and work with partners to implement the City Deal to invest in digital infrastructure and support investment, innovation, growth, jobs, skills and productivity.**

In March 2022, the Swansea Bay City Region Deal’s Five Year Anniversary was celebrated at a showcase event attended by investors, partners and business at Parc y Scarlets. Swansea Bay City Region is the only City Deal in Wales not only to have all projects approved and in delivery but to have allocated 99% of funds with £1.296B of the £1.3B assigned.

This year saw approval of the Life Science, Wellbeing and Sports Campuses project, a phased project based on two sites at Singleton and Morriston. The vision is to integrate life sciences, med tech, sport and well-being to transform existing services, drive economic growth contributing an additional £150m to regional GVA, create 1000 to 1200 jobs, and to attract significant inward investment into the region. The £15m City Deal investment will support the delivery of phase 1 of the project collocating commercial, clinical and academic research in a Morriston Hospital centre with access to the site via the M4 and creating 2,000sqm of dedicated research & innovation space within Sketty Lane Sports Park.

The Skills and Talent Programme business plan has been developed and will fund a Skills Barometer project which will identify the skills gaps that exist in the region and identify the new skills required

to meet the existing and future needs of the eight City Deal projects across the five key themes of Construction, Digital, Energy, Health and Well-being and Smart Manufacturing.

The approval of a £55 million Swansea Bay City Deal digital infrastructure project to boost internet connectivity is introducing full-fibre connectivity to the city centre, business parks and across the region. Enabling technology such as 4G Advanced, 5G, Internet of Things (IoT) Digital Innovation Network etc will allow quality digital services to be delivered and accessed over future-proofed fixed line networks or wireless networks.

#### Case Study: Fast Wi-Fi boost for Copr Bay

Fast and reliable Wi-Fi technology is being introduced in Swansea's emerging new Copr Bay district, letting thousands of people stream content at the same time to their mobile devices. A partnership between Swansea Council and Vodafone will see the free service made available in an area that includes the 1.1-acre coastal park next to Swansea Arena, the new ramp at the former St David's Shopping Centre site that leads to the landmark new bridge over Oystermouth Road and the bridge itself.

The £135m Copr Bay works have continued to make significant visible progress with work completed on the construction of a 3,500 capacity arena alongside the completion of the Copr Bay site. The Ambassador Theatre Group have been awarded the contract to operate the Arena and acts such as Alice Cooper, Rob Brydon, Diversity and Katherine Ryan opened the Arena's programme for 2022. Following a test event profiling local musicians, the first event was held on the 8th March 2022 with high profile names such as John Bishop and Royal Blood performing in sell out shows.

The new bridge over Oystermouth Road, a new MSCP and the 1.1-acre coastal park have also opened to the public. Other components of the scheme, including the residential block, North MSCP, and church hall were all significantly advanced or completed. A digital square featuring digital artworks and ultra-fast internet connection speeds is being developed outside the arena. The Cairn Group have been identified as the preferred bidder for a planned four-star 150 room hotel.

The 12m Kingsway Infrastructure project, enhancing the public realm has been completed. The scheme includes new hard and soft landscaped areas, cycle tracks and a two-way single lane vehicle route along with the creation of wider pedestrian walkways. Significant improvements to the green infrastructure for the city centre includes living walls, landscaped parkland and over 200 new trees. The space gained from development will allow for more public space and improved pedestrian and cycling routes.

Construction work is underway at 71 – 72 Kingsway. This will provide low cost, flexible offices within a high quality commercial environment with high speed broadband and will accommodate Swansea's growing technology businesses and ICT focused businesses expanding from Swansea University and University of Wales Trinity St David incubation facilities. The digital village development is acting as a catalyst for new private sector led development and the refurbishment of further properties on the Kingsway and a new Central Business District in Swansea City by 2023. The new offices will provide space for 600 jobs in the tech, digital and creative sectors, worth £32.6m a year to Swansea's economy once operational. A new link between The Kingsway and Oxford Street also forms part of the scheme improving footfall flow in the City Centre.

These interventions highlight the Council's success in leading the drive for positive change for Swansea City Centre and its key gateways. The initiatives demonstrate a 'town centres first' approach in line with Welsh Government and Audit Wales recommendations.

Swansea Council has an ambitious vision for a city that is a vibrant, 24-hour, living, working and leisure destination. A strong emphasis on lifestyle, environmental consciousness, strong placemaking and digital connectivity make Swansea more attractive than ever, proven by the continued levels of investment coming into the city across all sectors.

Case Study: Swansea has been named one of the UK's top five green cities to invest in.

According to expert-led independent research, Swansea scored excellently in areas including the number of environmentally friendly office buildings. Factors including CO2 emissions and roadside air pollutants were also considered by international banking group BNP Paribas as part of a real estate study called Next X that focussed on environmental data. Swansea is the only Welsh city to feature in the study's top ten environmental scores.

Cllr Rob Stewart, Swansea Council Leader, said: "We are facing a climate crisis so the council and our partners are doing a huge amount of work for Swansea to become a net zero city by 2050. "We also need to create a greener Swansea to attract more private sector investment and employment opportunities which include zero carbon office developments, the introduction of far more greenery across the city, and the installation of more and more charging points for electric vehicles. "This will continue to cut our carbon footprint and make the city more biodiverse, and it will also raise Swansea's profile as a place to invest while opening up jobs for local people. That's why it's so pleasing to be named as one of the UK's top five green cities to invest in."

The historic but derelict Palace Theatre was acquired by the Council both saving a part of Swansea's heritage and acting as a regeneration catalyst for the Upper High Street. Grant funding was secured and design and refurbishment works are underway. The innovative digital workspace will offer a home for growing businesses in the tech, digital and creative sectors. Heads of Terms have already been signed with the lead tenant Tramshed Tech.

Another landmark building, the grade II, 1864 Albert Hall is set for £7m regeneration because of Council support. Loft Co were able to invest in the former music hall due to support securing grant funding and loan funding from the Council via the Town Centre Loan Fund. Plans for a mixed leisure, commercial & residential development are moving forward preserving the architectural profile for future generations. The £8 million restoration and refurbishment of the historic Albert Hall by Loft Co will create an 800-capacity music and entertainment venue, along with dedicated new spaces for lifestyle businesses and offices

Decisions to invest in the regeneration of the City Centre both before and after the pandemic demonstrate confidence in the City's regeneration. The £39.8m student accommodation development opposite the railway station is almost complete. The building will be home to hundreds of students and includes ground floor commercial space. The green wall dominated refurbishment of the Potter's Wheel building has been led by Coastal Housing. While the forthcoming innovative 'living building' led by Swansea based Hacer Developments will feature an urban farm-style greenhouse over four floors, gardens, a courtyard and educational facility as well as residential apartments, shops and offices. Living walls and roofs along with rooftop solar panels and battery storage complete the eco development.

The Shaping Swansea procurement exercise has now been concluded with Urban Splash appointed as the Council's private sector development partner for next phase of strategic site development. The appointment brings new resources and development expertise to the City.

Early ideas for Phase 1 sites have been proposed, and a design concept is in development so local people can their feedback and help shape the plans. To be delivered by the private sector, the early proposals include:

- The transformation of the 23-acre seafront Civic Centre site into a new city waterfront district for Swansea. A mixed-use destination anchored by the beach is proposed, with new homes and a strong leisure and hospitality focus, generous civic spaces and plenty of greenery. Other proposals include a new walkway to the beach and a mix of permanent and seasonal uses and events to create an all-season visitor destination.
- New office buildings, new apartments for residents and shared workspaces on the 5.5-acre Swansea Central North site located at the former St David's Shopping Centre site. Capitalising on the major growth across the UK in demand for craft-based goods, space for small creative businesses to make and sell their products could also feature.
- A residential-led regeneration of a 7.5-acre riverfront site in St Thomas, featuring family homes, apartments, new public spaces and a new terraced river walk providing direct access to the river for the first time in over 150 years.

In acknowledgment of the need to rapidly intervene and manage the contraction of the retail sector in cities due to the economic shocks of Brexit and Covid-19. Swansea Council commissioned Council commissioned Rivington Hark and BDP to review the current retail and leisure offer with the aim of informing and refreshing a high-level city wide masterplan.

The Swansea City Centre Repurposing Strategy proposes to consolidate the Central Area into a Lifestyle Quarter with a greater mix of uses, particularly within the central core of St. David's/Quadrant. The retail circuit is retained and strengthened by consolidating the offer and introducing complementary uses to draw in footfall. A key aim is improving the integration of the city centre with Swansea's residential neighbourhoods and wider infrastructure of cultural and leisure destinations, venues, green spaces and waterfronts, and identifying a 'heart' of the City Centre that celebrates Swansea's distinctiveness and urban legacy.

Four complementary themes update the vision for the city centre's development and regeneration:

- City Centre Mix: Reconfigure the current mix and distribution of uses to incorporate flexible and diverse uses for a mixed economy city core (retail, employment, food and drink, leisure, education, community, and housing).
- Urban Culture: Facilitating events-led tourism and provision of an inclusive, accessible and flexible cultural offer, through linking a series of multi-functional open spaces (existing and proposed), cultural and historical points of interest, and leisure attractions of the city.
- Green Core: Capitalise on the existing network of open and green and blue spaces to create a healthy environment that is also instrumental in mitigating the effects of climate change.
- Accessible and Connected: Creating a 15 minute city of interconnected laneways which are safe, accessible, walkable, and interactive through high-quality placemaking and data-driven digital infrastructure.

The Strategic Objectives of the Swansea City Centre Repurposing Strategy are:



1. Create a Vibrant and Sustainable City Centre Core
2. Change Perceptions and Make Swansea A Destination
3. Enable New Living and Working Opportunities In The City Centre
4. Promote a Healthy, Inclusive and Connected Liveable City

These interventions highlight the Council's success in leading the drive for positive change for Swansea City Centre and its key gateways. The initiatives demonstrate a 'town centres first' approach in line with Welsh Government and Audit Wales recommendations.

**Promote and enhance a diverse and sustainable local economy. For example, work collaboratively through the Regeneration Swansea Partnership to progress Swansea's economic regeneration agenda including delivery of the Targeted Regeneration Investment Programme, and through the implementation of the local development plan (LDP) that supports the regeneration of Swansea and promotes sustainable communities.**

Despite the backdrop of a global pandemic, the council and its partners have relentlessly worked towards the regeneration of the area. The Regeneration Swansea partnership works together to maximise economic benefits from regeneration projects to improve the prosperity of the local area and its people.

The Local Development Plan provides the policy context for the period up to 2025. Its policies promote a clear placemaking agenda which emphasises that future development must accord with the overarching aims of enhancing quality of life and well-being.

Swansea is the regional lead for the South West Wales region 'Placemaking award' accessing funding awards for £6.5m covering the region. The Transforming Towns Placemaking programme builds on the success of the previous Targeted Regeneration Investment Programme (TRIP). The Council has established a dedicated investment and growth team, to increase wider economic and social prosperity and the well-being of all our communities in Swansea. Over £1m of Welsh Government grants (Transforming Towns) has been allocated to local businesses.

An enterprise service supports business starts / self-employment, provides access to funding and sources of advice. Figures for April 2021 to March 2022 show 87 start-up businesses received funding totalling around £80,000 to help cover initial costs such as website design, training courses and equipment. Funding schemes accessed include the Council's Swansea Start-up Grant and the UK Steel Enterprise Start-up Grant. Also run by Swansea Council's business support team is a Swansea Start-up Enterprise Club, which holds monthly workshops with expert speakers to give new businesses skills in areas including social media, employment law and networking.

Small Business Saturday, a UK-wide grassroots campaign that encourages people to support small businesses within their communities was celebrated on December 4<sup>th</sup> 2021. We have also continued to support local businesses by administering Welsh Government Covid-19 financial support and secured a Kickstart bid from the Department of Work & Pensions offering internal and external work placements.

We aim to make the city more attractive and accessible all year round for pedestrians and shoppers, by encouraging the development of more homes with a mix of tenures, creating new outside dining areas and encouraging independent businesses to set up in Swansea. The Sustainable Living Grant has delivered 97 residential units in the city centre and completed a mixed use development comprising of purpose built student accommodation (780 bedrooms) with ancillary communal

facilities. While the Property Enhancement Development Grant has enhanced 3667m<sup>2</sup> of commercial space in the city centre.

Funding has been secured for the regeneration of Castle Square with plans for a new Water fountain/jets that enable a flexible use of space, the addition of green space and a range of new cafes and restaurants overlooking the square, this is due to be completed in 2023. In future, commercial units operating within the Square will share an element of responsibility for cleaning / maintenance which will be made clear in agreements. Maintenance costs have also been built into the project budget.

The completion of the £3m Reimagining of Wind Street project has improved the public realm and created a family friendly space. Distinctive new street furniture, seating, paving, lighting and greenery have been added and accessibility improved.

**Case Study: Eye-catching road rainbows add colour and vibrancy to Wind Street, Swansea's emerging new all-day destination.**

The multi-coloured designs span a newly-laid road being installed as part of the street's Swansea Council-driven regeneration. The 20mph one-way road - accessible only to business traffic (and only then from 7-11am every day) - also features three informal pedestrian crossings complete with tactile kerbsides for those with a disability.

Elliott King, the council's LGBTQ+ champion, said: "Swansea is a welcoming and diverse city. Wind Street will further add to its appeal - and our colourful areas of rainbow road will strengthen this message. "They will reflect the positive messages associated with designs used by those celebrating LGBTQ+ life." Work on the street's £3m upgrade began after businesses and residents had given their views on the area's future. Council engagement with local groups, traders and residents continues.

An investment of over £400,000 has refreshed Swansea market. The work includes new public toilets and a multi-purpose communal area, free public Wi-Fi, new interactive LED signs and improved entrances improvements to Swansea market, including upgrading entrances and the public realm, opened a market garden and the commissioning of art works.

**Case Study: Swansea Business Improvement District (BID)**

Swansea BID is a private sector led and managed partnership of which Swansea Council is a partner. There are currently over 320 BIDs delivering £136 million investment from their 87,000 businesses/organisations in town and city centres throughout the UK. Swansea BID is one of the older BIDs in the UK and the first in Wales.

As in 2011 and 2016, businesses/organisations voted to renew the Swansea BID and on 25/6/21, Swansea BID successfully secured a Wales record-breaking fourth term ballot with both an overall 77.4% Yes vote and 76.9% based on Rateable Value. The new BID term started on 1st August 2021 and will run over 5 years until 31st July 2026. The role of the BID is to help make the area it operates in a better place to shop, stay, study, visit and do business and it does this using the monies collected through a 1% levy.

Swansea BID operates in the top 20% BIDs in the UK based on its performance and management that is independently asset by national BIDs organisation. Over the last 18 months over 30 new businesses have opened, investing in the City centre and creating new jobs and careers. A range of events, and innovative improvements have taken place and more are planned. Swansea BID is keen

to capitalise on this positivity and collectively shout even louder about what's happening in Swansea City centre.

The Council's renovation of 277-278 Oxford Street (the former BHS building) ensures a large building is not left empty in the heart of the city centre. Instead, Council services which may include the library, archive services or contact centre previously sited at the Civic Centre will sit alongside services offered by other third and public sector services. This approach will ensure residents have easier access to services than ever before and make an important contribution to revitalising the city centre by increasing footfall and encouraging retail and residential investment.

The community hub will provide access to all and provide a range of services in a welcoming environment where people can meet and participate in social activities, learning and support groups. It will aim to promote community cohesion, opportunities for self-development and growth, support digital inclusion, improve well-being and unite and strengthen our diverse community.

The hub will also provide agile accommodation for third, public and private sector companies that endorse the ethos of a community hub. This will allow for flexible, collaborative office space that encourages a coordinated approach in supporting the community in finding and delivering solutions to improve quality of life. The Transforming Towns funding programme includes measures to increase footfall by making sure the public sector locates services in town centre locations, tackle empty buildings and land to help bring them back into use, and greening town centres.

A further public sector hub is anticipated to be sited at Swansea Central North with UK Government Property Agency considering proposals. In the interim, the Site of Hub will be grassed and put to temporary use (commercial units) whilst the final scheme is confirmed.

Works have also commenced on the Kingsway Employment Hub building to construct a major new hightech office development that will provide space for 600 jobs in Swansea city centre. Set for completion in early 2023, the five-storey development will include 114,000 square feet of commercial floorspace, providing flexible co-working and office opportunities for innovative tech, digital and creative businesses

### **Create employment & training opportunities for the long-term unemployed and economically inactive through community benefit clauses in contracts.**

The Council aims to maximise the value of the Swansea Pound through a range of procurement approaches and the development of the Foundational Economy. Community Benefit clauses are now included in contracts outside of construction, e.g. within our recent domiciliary care tender, to expand the range of opportunities that are available. Commercial Services have worked closely with our Community Benefits team to map the forward work plan in order to ensure appropriate contracts are identified.

We have also taken part in the Welsh Government's pilot to develop the Foundational Economy – Foundations for Local Success and are seeking to develop contracts with local suppliers to supply and install Solar PVs, supply and install Air source heat pumps and to undertake external environmental works. We are directly spending close to £180m direct spend per year in Swansea and the surrounding region and are developing new contract procurement rules to allow direct selection of local suppliers and contractors up to £140k. The WHQS programme contributes significantly towards community benefits

Case Study: Copr Bay boost for jobs and economy

Construction of Swansea's new £135m Copr Bay destination has led to a major boost for local workers and businesses. New figures show over 8,000 person weeks of employment, apprenticeships and trainee placements were secured throughout the build of the new district, which includes Swansea Arena.

Developed by Swansea Council and development managed by RivingtonHark, Copr Bay also includes the 1.1-acre coastal park, the new bridge over Oystermouth Road, new car parking, new apartments and new spaces for food and drink businesses. Buckingham Group Contracting Ltd are main contractors for the scheme, with the arena being part-funded by the £1.3bn Swansea Bay City Deal. The new figures also show a project 41.5% supply chain spend in the Swansea Bay City Region, with 64% of the spend staying in Wales.

This has led to the council's beyond bricks and mortar team beating off competition from the rest of the country to win the social value category at the GO Awards Wales, which celebrate the very best procurement achievements from public, private and third sector organisations.

A Swansea Council regeneration and procurement policy, beyond bricks and mortar ensures community benefits are embedded in all major contracts. This includes ensuring local businesses benefit from supply chain opportunities and working to secure apprenticeship, training and employment places for the long-term unemployed and economically inactive.

**Improve, expand and diversify leisure, cultural and heritage facilities and infrastructure to help boost the economy, promote tourism, improve well-being, promote community cohesion and provide economic benefits.**

Record number of visits (compared to 2019) to the [visitswanseabay.com](https://visitswanseabay.com) and increased engagement helped present a positive end to the year for the tourism sector with page views up 56% to 2.7M, Users up 28% to 608K and the number of sessions up 32% to 829K. The website continues to sell more event tickets for major events, Grand Theatre and Brangwyn Hall. Marketing support for events included the successful Christmas Parade and Croeso (St David's Day) event in the city centre. Our Enjoy seasonal campaigns during the period also supported other services and events and continues to be recognised as the Council's day visitor campaign to inform and encourage residents to participate in events and cultural activities. The team is increasingly 'cross sector', supporting the delivery of the city centre Arts Strategy and working with major event providers in readiness for summer 2023, resulting in the development of a new 'event brand' to harness the 3 major sporting events planned for this summer, highlighted below.

A busy Christmas period included a new and refreshed Waterfront Winterland attracting over 150,000 visitors, preceded an equally demanding new year into Q4. Alongside its regular programme of events, community and third sector oversight, including supporting the official Ministerial opening of Copr Bae and the Arena; its first public events and a Royal visit, the Special Events Team took on the management of the Digital Skin around Swansea Arena, requiring significant time and effort to understand its functionality, capability and best use. This asset has already proved popular with visiting artists and social media and will complement the other digital assets which have / are being developed in the city centre and which individually and collectively will be able to provide a fully immersive events experience in the future.

As the restrictions eased through the mid part of Quarter 4, doors were able to reopen safely with reducing restrictions leading to a successful reopening of the Grand Theatre, with strong audience

support. Work has continued in the background on the refurbishment of the Foyer to present a combined Box Office and Coffee/Catering offer, in partnership with Gower Brewery, alongside occupation of key spaces by Race Council Cymru, aiming to diversify usage, and a new production company in residence for the Auditorium and talent development strands – ‘Grand Ambition’. The programming challenges of re-scheduling shows, and lack of availability due to the pandemic disruption will continue to be a challenge through the most part of 22/3. It is anticipated that with good management and physical improvements to the building and the programme offer, recovery will stabilise and will complement the increasingly exciting offer across the city.

As mentioned above, the period saw the return of the popular two day Croeso event, celebrating all things relating to St Davids Day and Welsh culture - with live entertainment once again returning to the city centre, along with a busy Welsh produce market and a parade. In reflection of how the regenerated city centre will need cross sector collaboration, Creative Wales funded the creation of a new Creative Hub for the South West, to be based in Swansea. In collaboration with local businesses and Swansea University, the first phase of this is installed at the former Cranes music store, which the Events team oversaw the repurposing of, as a digital and cultural ‘laboratory’ providing training and engagement for local artists. There are current artist residencies underway with the vision to close the skills gap with our local creative sector and those working in digital realms so that we can fulfil the potential of the new city centre as a creative city going forward. This will be amplified by several ERF projects which are under commission including a mobile stage and the enhancements for the Amphitheatre in Copr Bae, alongside the continuation of support for community events, lettings, and sustained trading and use of outdoor space for covid recovery. We are well placed to secure this with a busy and exciting programme planned for 2022, including the popular Wales Air show, Singleton Park Concerts and some brand new events including Ironman 70.3, which sold out in record time, a Para Sports Festival and the World Para Tri Championships.

Progress on our participation in the ‘Unboxed’ Festival included identifying key buildings and stories in the community for the literature/ history trail in collaboration with Swansea Libraries and similarly, for The World Reimagined, we hosted sponsorship events, artist and community briefings to maximise engagement. We are now in the process of delivering training and resource support for teachers, artists and community groups, agreeing the route and ‘social history’ stories to accompany this public arts trail in future months.

**Work with partners to enhance our leisure and cultural facilities such as the partnership with Swansea University for an international sport village and centre of sporting excellence; lifestyle attractions such as Skyline, Gondola & Luge facilities; complete the riverside corridor works; and oversee the management and development of the City Centre evening and night-time economy, including the retention of the Purple Flag, to ensure Swansea is a safe, clean and welcoming place to work and visit.**

Substantial progress has also been achieved at the Hafod Copperworks Powerhouse project with shell and core works completion targeted for July 2022. The iconic Musgrave Engine House has been restored and Vivian Engine House repairs are underway. Work has also continued on the 110 year old Bascule Bridge working closely with Cadw.

Work has also continued with Skyline Enterprises who aim to create a gondola attraction with luge tracks, zip lines and visitor facilities on Kilvey Hill. The company has developed proposals, which include improving access and the ecology of the area. Heads of Terms had been signed by the Council and the Skyline board and survey work has made good progress. Although the Covid-19 pandemic resulted in Skyline temporarily stopping all of their projects across the world, Skyline

intend to pursue their proposed development on Kilvey Hill - subject to securing Welsh Government support for their proposal.

#### Case Study: Council set to continue support of Slip Bridge group

Swansea Council is set to continue working with supporters of the city's Slip Bridge to help them in their wish to bring new life to the structure. The council maintains a capital sum of £139,000 to help facilitate future plans of the Friends of Swansea Slip Bridge. This could include supporting specialist design work commissioned by the Friends. Other funding would be needed to deliver the scheme. Council leader Rob Stewart said: "We're supportive of the group's wish to reinstate the bridge and understand their view that it's important to Swansea's heritage.

"We've supported them in recent years as a source of guidance and we'll support them actively as they work through initial phases of their plan and look for external funding.

"The city's heritage is important to us as can be seen with our work with others to regenerate locations such as the Hafod-Morfa Copperworks, the Palace Theatre building and the Albert Hall." The Slip Bridge was built in 1915 when trains - and later trams - ran along the Oystermouth Road seafront. It helped people safely visit the beach. The span remains a prominent feature nearby as part of the popular seafront cycle route. Its original stone abutments remain and nearby lights-controlled crossings allow pedestrians and cyclists to cross the road safely. The Friends of Swansea Slip Bridge plan includes a replica span in low-maintenance steel, a cafe and new sports facilities for beach visitors.

Work commenced through the quarter with stakeholder engagement to develop a needs assessment and options appraisal by consultants in relation to the Swansea Bay Sports Park at King George V playing fields. This work aligns with our efforts to develop options to improve the site and leisure offer, in partnership with the University, for improved community, performance and student/educational sport, delivered under a single partnership model. Linked to this, work was completed to install a new water-based surface to the lower Hockey pitch at the Sports Park, which is now Olympic standard quality from Tokyo 2020, funded in partnership with Swansea University, Swansea Hockey Club and collaboration Welsh Hockey.

#### Case Study: City aims to continue flying the flag for nightlife safety

Swansea set to fly the purple flag once again. Swansea's nightlife scene is bidding to keep the Purple Flag flying over the city for an eighth consecutive year.

It's one of only two places in Wales that can fly the flag which highlights how visitors can always expect an entertaining, diverse, safe and enjoyable night out. Swansea was the first in Wales to achieve the accolade.

Now a partnership of organisations has submitted its bid to maintain Purple Flag status into 2022. The bid highlights a wide range of reasons why the city centre is the place to be now and in the future.

As a national initiative run by the Association of Town and City Management (ATCM), Purple Flag status rewards vibrant, diverse and safe city centres. The quality mark is the equivalent of Blue Flags for beaches and Green Flags for parks.

Swansea city centre was first awarded the status in 2014 in recognition of the excellence of its evening and night-time economy between 5pm and 5am.

The new bid points to success stories such as new business openings, safety campaigns and the Enjoy Swansea Responsibly campaign to reinforce key Covid safety measures.

Forthcoming projects to strengthen Purple Flag status are set to include further regeneration, including the opening of Swansea Arena, extending the city centre ranger service into the evening and night-time economy and implementing a public space protection order (PSPO).

Partners involved in the management of Swansea's evening and night-time economy include Swansea Council, Swansea BID (Business Improvement District), South Wales Police, Swansea Street Pastors, St John Ambulance, Swansea University, University of Wales Trinity Saint David, many city centre businesses, Swansea Bay University Health Board and several local developers.

Cllr Robert Francis-Davies, the council's cabinet member for investment, regeneration and tourism, said: "Swansea city centre is a vibrant and viable place that keeps visitors coming back for more. Our £1bn regeneration programme will strengthen its appeal.

"Great initiatives by our evening and night-time economy partnership have a chance to flourish so everyone has a great time out in a safe environment.

"We're very optimistic about retaining Purple Flag status though achieving this quality mark is no easy ride; the partnership has worked hard on keeping people safe right through the pandemic - and will continue to do so."

Examples of city centre improvements introduced in recent years include a medical help point on The Strand dealing with injuries and those at risk from intoxication and a drop-off point on The Strand providing a vehicle drop-off and visitor meet-and-greet service. A Safe Spaces scheme offers customers information and support to help deal with vulnerability. Best Bar None now has 24 premises accredited for customer service standards.

The council has transformed The Kingsway into a greener, pedestrian-friendly destination, is developing Wind Street into an all-day hospitality quarter and plans to improve Castle Square with new greenery and other reasons to visit.

The Purple Flag partners will find out later this year whether or not the city has retained its Purple Flag.

Russell Greenslade, chief executive of Swansea BID (Business Improvement District), said: "The Purple Flag is a mark of the hard work our city centre hospitality and night-time businesses do to ensure a safe and enjoyable night out; we're pleased to play our part in this as Swansea BID.

"As a BID we've just invested in extra night marshals, to help things run smoothly as our students return to Swansea, as well as safeguarding and cleansing teams previously.

"We're happy to manage and deliver the Best Bar None scheme, that helps improve standards through a combination of responsible management, ongoing improvements, and social responsibility.

"We're also offering, with our Gower College Swansea partners, free training courses for workforces in BID area. We hope these initiatives help the city to retain its Purple Flag."

**Build on the legacy of Swansea's bid to be UK City of Culture by delivering the City Centre Arts Strategy and implementing the outcomes of our participation in the Culture 21 European Pilot programme by embedding the nine policy commitments for Culture in Sustainable Cities and the Diversity Pledge for Culture.**

This year has presented unprecedented challenges for the Leisure and Cultural sector. During the pandemic our museum, galleries and libraries developed innovative ways of working to engage with a wide range of audiences, providing on-line events and materials, whilst maintaining sites and collections. Our online content has included the development of weekly on-line programmes, lectures, storytelling, looking back at past exhibitions, conservation, future exhibition planning and selecting favourite objects from the collection through videos, tweets and images. We have also facilitated a number of on-line workshops and events and joined local, national and international partners to explore and celebrate cultural icons and themes. This year we continued to support LGBT history month, Black history month and Interfaith Week by hosting a series of online events, talks and workshops.

Our work for the European Pilot programme 'Agenda21: Culture in Sustainable Cities' resulted in the realisation of a partnership with Race Council Cymru to create a new multi-cultural and digital Hub in the Arts Wing of the Grand Theatre, and the commitment to Diversity in the service through a 'Pledge'. The pledge to diversify and recognise all our communities in our cultural programming also set the framework for a review, undertaken by the service, into the city's street and place names, monuments, statues and other commemorations, in response to the Black Lives Matter campaign and subsequent Council motion.

#### Case Study: World Reimagined Comes to Swansea

UK-wide arts education project featuring globally-recognised artists came to Swansea to transform how we understand the Transatlantic Slave Trade and its impact on us all.

Launched in May 2021, The World Reimagined is a UK-wide art education project that works to transform our understanding of the Transatlantic Slave Trade and its impact on all of us to help us make racial justice a reality.

1m+ people will engage with sculpture trails in host cities, which will include Birmingham, Bristol, Leeds, London and Swansea, with more to be announced

Participating artists and icons include 2004 Turner Prize nominee and The World Reimagined's Founding Artist Yinka Shonibare CBE, as well as Lina Viktor; Zak Ové; Sir Trevor McDonald; Lakwena Maciver; Maxim (The Prodigy); Nicola Green and Kimathi Donkor.

Swansea acted as a host city for this ambitious project, which will see communities across the UK collaborate and explore a range of themes and cultural influences. These themes will unite participants and audiences to positively understand our cultural influences, and celebrate the present and future opportunities for us all, through a deeper understanding of history and what connects us as communities.

Michelle Gayle, co-founder of The World Reimagined, said:

"If we're going to make racial justice a reality for all, it calls on us to courageously face our shared history with honesty, empathy and grace. If we do that, we can create a future in which everyone can say I'm seen. That's the mission of The World Reimagined and we're so delighted to work with the people and communities of Swansea."

Swansea Council leader Rob Stewart said:

"Swansea is a welcoming city that thrives on diversity. We're delighted to be partners with the The World Reimagined project.

"We'll help to create many opportunities for communities, schools, colleges, local organisations and artists to get involved - as leaders and facilitators, participants, practitioners, audiences and beneficiaries.

"Our local activity will involve widespread collaboration to create a unique arts trail across the city and its communities."

**Continue to improve and develop our Leisure facilities in partnership with our delivery partners Freedom Leisure and Parkwood, and secure the of our 'in house' Cultural services developing strategies for investment and innovative delivery models for Special Events, Libraries, Archives, Theatres, Galleries and Museums.**

Close monitoring enables the Council to support partner operators of key Council facilities. The leisure Partnerships Annual Report 2020/2021 reported to Cabinet in March 2022 describes how close relationships across a mixed economy enables flexible performance management and the sharing of best practice resulting in better services for citizens. The pandemic continued to impact leisure services but this collaborative approach has ensured safe quality provision of activities essential to well-being.



Project milestones continuing to be delivered within the Cefn Hengoed 3G Barn and improved Community Leisure and PE facilities, with a preferred bidder identified, increased Capital investment and overwhelming support from Cabinet in March, with a final request for funding from the Football Foundation due in mid to late April.

Continued restrictions on numbers for participant activity across leisure centres prolonged the challenges faced by these venues. This, as well as a high Covid rate in the community and general reduction in customer confidence impacted the bottom line in terms of income and new membership sales across the post-Christmas period, which will impact into the early part of 2022/23. Community sites performed stronger than city centre attractions such as the LC in terms of gym membership, and this is also contributed to factors such as continued working from home and the significant city centre developments which impacted on access and parking. Late into the quarter the new Arena car parks opened and this addition, along with completed walkways to the Waterfront from the Arena should benefit the LC in terms of parking availability and general access.

Freedom Leisure's investment into these facilities continued through Q3, with significant plans for both Penlan and the LC, including installing Hypolyser electronic chlorination, offering a safer, cleaner and more environmentally friendly way to chlorinate the pools. Mitigation measures such as this will prepare the facilities to be more sustainable moving forward, with shortages of chlorine across the world, and significant cost increases, the investment is now seen as critical. Energy prices continue to concern leisure facilities that have high gas and electricity consumption, and whilst mitigation has already been invested to reduce energy, the unit rate inflation presents a significant risk to the operational costs, and a range of further models of mitigation and investment are being developed by Freedom Leisure to present to the Council in due course.

### **Progress strategic housing and mixed development sites to meet housing need and provide employment.**

The Council's More Homes Programme, focussed on providing new build Council housing, is looking to a 10 year delivery ambition of 1000 new affordable homes. Following the completion of 34 homes in 2020/21, work is continuing on 25 homes on Hill View Crescent in Clase, which is due for completion in Spring 2022. This scheme has also been awarded £1.5m of Innovative Housing Funding, which will fund the renewable technologies to continue the Homes as Power Stations theme.

As part of the Welsh Government Phase 2 planning for homelessness, the Council has also developed 8 one bedroom homes at a former Education site in Uplands. The conversion of the existing building has been completed and is now occupied, and the 4 off site-manufactured pods will be ready for occupation in April 2022. A further 20 x1 bedroom acquisitions are planned for 22/23, as well as 6 acquisitions utilising Integrated Care Fund (ICF). Work has also started at West Cross, to develop 6 bungalows, which has also been awarded IHP funding to include the additional renewable technologies.

A planning application has been approved to convert a former social services property in Gorseinon into 2 x 3 bedroom homes, and work is due to start in July. The former Education site at Brondeg House has also been acquired to develop for affordable housing, and the existing building will be demolished to make way for new affordable housing. Cabinet has approved the appropriation of 3 sites from the General Fund to develop for affordable housing, and concept plans are now being developed for these sites. The demolition of the former Clase DHO has now been completed, as part of the Creswell Road development of 9 new homes.

The Council is also progressing the procurement of a development partner or partners to deliver mixed tenure housing on 2 Council owned sites in Penderry, whilst maximising the delivery of affordable housing to meet local need. The Council has also procured a multi-disciplinary team to deliver a masterplan for the regeneration of a large Housing owned site. This work is progressing however the timeframe has been extended as the planned resident consultation events, site visits and surveys were delayed due to Covid. The Council has also appointing a multi-disciplinary team to develop a masterplan for 4 x sites in close proximity, which should achieve planning application stage by the end of 2022.

**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.**

Public protection teams continue to be under pressure due to additional responsibilities as a result of the pandemic. Enforcement officers have helped businesses ensure the safety of their staff and customers and taken action against irresponsible traders placing the public at risk.

However the teams continue to protect the public from changing and increasingly digital threats. Trading Standards took a proactive approach alerting the public to scams relating to topical issues like coronavirus, deliveries and the census. The Council is building a library of scams with Trading Standard. These are communicated to the public via social media and via the Councils Communication Team. A phishing campaign and training aims to make more people aware and help counter the issue. Use of social media to educate the public has increased with viral campaigns like 'the 12 Scams of Christmas' raising awareness as well as traditional alerts warning of doorstep fraud etc.

Swansea Council's fraud detection team detects people trying to abuse the system by claiming money or council services they are not entitled to. Last year there was a continuing high demand for the service, with hundreds of new fraud allegations made to the council. These ranged from organised fraudsters trying to swindle the council out of pandemic grants and other business grants, to those fraudulently claiming benefits or council tax relief or abusing the blue badge disability parking system. In total 49 grant cases were subject to detailed investigations in the last financial year which resulted in a dozen applications for grants being rejected, amounting to a £27,000 saving. A total of 379 cases of potential fraud were reported to the council in 2021/22, an increase from 302 the year before. Increases in cases were seen cases of alleged benefit fraud, council tax, social housing, and blue badge fraud. Of these allegations a total of 72 are currently either being actively investigated or still being evaluated for further action.

As well as carrying out test purchases of food items, the Council's Food Safety Team regularly works with businesses, conducting inspections of premises to ensure food preparation and storage meet national food hygiene standards. Trading Standards inspections of retail stores resulted in action being taken against stores selling expired foods. Since lockdown, consumers have increased their use of takeaway businesses so test purchasing was undertaken to ensure regulations keeping consumers safe were applied. Four businesses were fined as a result of selling undeclared allergens.

**Case Study: City centre about to become an even more welcoming destination**

New anti-social behaviour rules help Swansea city centre become a more welcoming place to live in, work in and visit. From December 2021, a city centre Public Space Protection Order (PSPO) will apply to behaviour such as drug-taking and drunkenness - and everybody will be asked to comply.

People who are vulnerable due to circumstances such as homelessness will be treated sensitively; housing and outreach services will be involved. The PSPO - part of a broader and coordinated Swansea approach to tackle anti-social behaviour (ASB) and street vulnerability - is designed to boost the city centre which is already being improved. The PSPO - which had widespread public support in a recent consultation - means that alcohol and drugs being consumed on the streets can be confiscated before the situation becomes a problem. Fixed penalty notices can be issued for ASB such as swearing and aggression. Other action could also be taken to deal with persistent troublemakers.

December 1 was the start of a three-month PSPO trial in areas currently patrolled by the city centre rangers plus the Marina and Copr Bay coastal park with 120 engagements taking place. Initially no enforcement action is taking place - just a chance for the public to learn all about the scheme. If successful, PSPOs could be introduced in areas such as SA1, Swansea Beach and the centre of Morriston.

Robert Francis-Davies, the council cabinet member for investment, regeneration and tourism, said: "People are fed up with anti-social behaviour and want something done about it - the PSPO scheme will help address the issue. People should not feel intimidated or threatened by anti-social behaviour. The PSPO will also enable the rangers to tackle "professional" beggars who are known to target the area to solicit money from the public under false pretences.

Public protection teams continued to be under pressure in 2021/22 due to additional responsibilities as a result of the pandemic. However the teams continued to deliver services in accordance with regulation and perceived public risk protect the public from changing and increasingly digital threats. The Council is building a library of scams with Trading Standard. These are communicated to the public via social media and via the Councils Communication Team. A phishing campaign and training will be provided that will make more people aware and help counter the issue. It was recognised that some people do not like to do transactions online because of their concerns over safety and security.

**Following adoption of the Climate Change Charter by Council in November 2020, deliver the Energy Strategy to reduce costs, provide cheaper energy and reduce our carbon footprint such as work with others to provide sustainable and low carbon transport and infrastructure providing improved and cheaper connectivity and mobility and associated economic benefits at reduced environmental cost and improved air quality.**

A report was provided to Cabinet in November 2021 listing progress following the Councils 'Climate Emergency Declaration'. The report outlines that governance has been formalised both internally and externally with partners, including PSB (Public Service Boards) and regular programme boards and steering group meetings have ensured good progress throughout the last year. As part of the regional agenda the Council worked with three other local authorities to develop a new regional energy strategy, which was approved by cabinet in December. The report describes how the council will continue to build on the external working relationships to develop a 2050 net zero carbon strategy for the county. The report also outlines that a task and finish group has been established to bring together all the work currently being undertaken across the Highways and Transportation service area to develop various strategies, including Green Fleet (strategy already approved), Grey Fleet, Street Lighting, other transportation e.g. taxi, schools etc. and Active travel. The proposed approach will have specific strategies for all areas, and then a brief overarching document aligning the service wide approach to a Sustainable Transport Strategy. The report outlined further areas for

development and action, including an Ultra-Low Emission Vehicles strategy and the overarching Sustainable Transport Strategy by March 2022.

#### Case Study: Green light for regional energy and economic development vision

Regional plans and strategies aimed at boosting economic prosperity while helping South West Wales reach its net-zero energy targets have now been given the green light.

The plans and strategies were approved by the Corporate Joint Committee for South West Wales at a meeting on Tuesday March 15 2022.

Covering Carmarthenshire, Neath Port Talbot, Pembrokeshire and Swansea, the regional economic delivery plan aims to build on a major study that's identified regional strengths and opportunities. These include its green energy potential, strong cultural identity, stunning scenery, quality of life and well-established links between universities and industry.

Based on these strengths and opportunities, the plan includes a series of actions and interventions on how to best develop the region's economy over the next decade. It also sets out how businesses, government, education, voluntary and community organisations, social enterprises and other partners can best work together to realise the aims of the plan.

Cllr Rob Stewart, Chairman of the Corporate Joint Committee for South West Wales, said: "It's been eight years since the Swansea Bay City Region Economic Regeneration Strategy was created, and the economic and policy context has changed so much since then, especially in the wake of Brexit and the impact of the pandemic.

"This means a new plan is now needed if we're to make the most of South West Wales' strengths and opportunities, maximise the region's potential and further close the productivity gap with other, more affluent parts of the UK.

"A huge amount of regeneration is already either complete, on-going or planned in South West Wales, so this plan will build on that work to create even more well-paid jobs and opportunities for local people, while attracting further investment. This will help develop a more resilient, sustainable, enterprising and balanced regional economy for the benefit of our residents and businesses."

Also approved at the Corporate Joint Committee for South West Wales is a regional energy strategic vision, which responds to the challenges and opportunities created by climate change, carbon reduction goals and the green industrial revolution.

Including actions to help South West Wales achieve its net-zero target by 2050, the strategic vision places particular focus on a number of key areas. These include energy efficiency, renewable energy generation, distribution of heat, decarbonisation of transport, local energy generation and ownership, and smart energy.

Cllr David Simpson, Pembrokeshire Council Leader, said: "This strategic vision follows-on from so much work that's already on-going in South West Wales to decarbonise our energy and contribute to the global fight against climate change.

"The strategy will harness our region's low carbon energy potential, both on-shore and off-shore, to deliver a more prosperous and equitable net-zero carbon economy that better protects our environment and leaves a more sustainable region for future generations.

"It will also help quicken the pace of realising our 2050 net-zero target here in South West Wales."

Formally constituted in January 2022, the Corporate Joint Committee for South West Wales includes the Leaders of Carmarthenshire Council, Neath Port Talbot Council, Pembrokeshire Council and Swansea Council, as well as senior representatives of The Brecon Beacons and Pembrokeshire National Park authorities.

Introduced by the Local Government and Elections (Wales) Act 2021, it's one of four such bodies being established in Wales.

**Manage and protect Swansea's green spaces, coastline and parks for recreation and play, to promote health and well-being, improved bathing water quality and maintain Blue Flag status at Swansea's beaches to encourage tourism, protect the environment and support well-being.**

Over 50% of the County's area is identified as being of significant ecological interest. Nearly 70% of the habitats and at least 20% of species identified as being of importance for biodiversity conservation in the UK can be found in the County, and approximately 17% of the County's area is protected by designations at a European (SAC, SPA, RAMSAR) or National (SSSI, NNR) level. 5.2 The landscape is of critical importance within the County, as it provides a striking setting for the City and at least 40% of the County (the Gower AONB) is recognised as being landscape of national importance. Most of the AONB coastline is also designated as Heritage Coast which extends for 59km. Gower attracts large numbers of visitors and tourism is very important for the local economy.

CEEQUAL is the World leading sustainability assessment, rating and awards scheme for civil engineering, infrastructure, landscaping and public realm projects. The BRE Academy have verified and ratified that Kingsway Urban Park has achieved the CEEQUAL award. The County supports an extensive greenspace network, which is vital to economic, environmental and community well-being, and additional green infrastructure is needed to meet national guidance and local requirements for improving accessibility to open space. In particular improvements to linkages between open spaces, public rights of way and key destinations are needed to increase accessibility and promote physical activity.

Caswell Bay, Langland Bay and Port Eynon have all been awarded the prestigious international Blue Flag status for 2021. Swansea Marina has also retained its status as one of the few Blue Flag Marinas in Wales. While Bracelet Bay has also received the coveted Green Coast Award in recognition of its untouched and rugged beauty. The award replaces the Blue Flag award but visitors can be assured that the beach and the water quality at Bracelet Bay are still of Blue Flag quality.

Our efforts to make Caswell Bay more accessible has been recognised at the Celebrating Rural Wales Awards. Our Changing Places unit was one of five shortlisted in the Food and Tourism category and was praised by Rural Affairs Minister, Lesley Griffiths. We've also secured Welsh Government funding for another two Changing Places units in Mumbles and Rhossili.

Demand for services such as beach huts continued to increase post pandemic with around 1000 applications for less than 80 available seasonal beach huts. The Swansea Bay Strategy is currently being revised to update the existing 2008 document, this focuses on strategic locations on the foreshore.

The Green Flag Award programme is delivered in Wales by environmental charity Keep Wales Tidy, with support from Welsh Government. Sites are judged against eight strict criteria, including biodiversity, cleanliness, environmental management and community involvement. A total of 13 'community awards' have also been given to smaller community based gardens and green spaces, including two new winners - Clydach Community Garden and Blaenymaes Community Garden.

In Swansea, the Council's Clyne Gardens, Singleton Botanical Gardens, Brynmill Park, Parc Llewelyn, Cwmdonkin Park and Victoria Park have all gained the prestigious flag status. Our efforts to make Caswell Bay more accessible has been recognised at the Celebrating Rural Wales Awards. Our Changing Places unit was one of five shortlisted in the Food and Tourism category and was praised by Rural Affairs Minister, Lesley Griffiths. We've also secured Welsh Government funding for another two Changing Places units in Mumbles and Rhossili.

#### Case Study: Green flag awarded to Swansea parks

Six of Swansea's main parks have been awarded Green Flag status, recognising the vital role they play in boosting residents' wellbeing and improving the natural environment.

Clyne Gardens, Singleton Botanical Gardens, Brynmill Park, Parc Llewelyn, Cwmdonkin Park and Victoria Park have all gained the prestigious flag status.

All the parks are managed by Swansea Council and welcome thousands of visitors each year.

The Green Flag Award programme is delivered in Wales by environmental charity Keep Wales Tidy, with support from Welsh Government. Sites are judged against eight strict criteria, including biodiversity, cleanliness, environmental management and community involvement.

Swansea's parks are some of the 265 parks and green spaces across Wales to achieve the award.

Robert Francis Davies, Cabinet Member for Investment, Regeneration and Tourism, said: "Our city is blessed with some beautiful parks which we are proud of and work hard to maintain.

"They all provide a space where families and visitors can relax, have fun and enjoy the outdoors. I'm thrilled that these locations have been recognised on a national level."

Two more Green Flag Awards have also been given to Swansea University Singleton Campus and Penllergare Valley Woods.

And a total of 14 'community awards' have also been given to smaller community based gardens and green spaces in Swansea, including Clydach Community Garden, Polly's Park in St Thomas and Coedbach Park.

#### **Work in partnership with Welsh Government, Transport for Wales and the three other regional Councils to develop a Metro solution which will improve connectivity to, and across the City and the wider region.**

Early ideas on potential rail and bus service improvements for passengers throughout the Swansea Bay City Region have been discussed. A presentation from regional local authority heads of transport covered aspirations for the future as well as current transport projects being delivered in Carmarthenshire, Neath Port Talbot, Pembrokeshire and Swansea. The presentation, which was given at the Corporate Joint Committee for South West Wales, will help prepare for the development of a regional transport plan once the early ideas have been further explored and detailed guidance from the Welsh Government is made available later this year. Further partnership work with the Welsh Government, Transport for Wales and transport providers would also take place to identify transport priorities for the region. When it's developed in detail, opportunities will be made available for local people, local businesses and other organisations across South West Wales to give feedback and help shape the regional transport plan which - subject to approval - would enable bids for funding. As well as improving rail and bus services, priorities could include further decarbonising the public transport fleet, introducing more electric vehicle charging points, and creating even more high-quality cycling and walking routes. This would help tackle climate change by further cutting the region's carbon footprint.

Swansea Bay and West Wales Metro proposals were also discussed at the meeting. Subject to approvals, funding and consultation, they include potential new railway stations at several communities in Swansea and Neath Port Talbot, which could follow-on from current work to re-open the railway station at St Clears in Carmarthenshire. Station improvements are also proposed as part of the metro vision for Neath, Swansea, Llanelli, Carmarthen, Whitland, Haverfordwest and Milford Haven, along with more frequent trains to better connect Pembrokeshire and Carmarthenshire with Swansea, Neath Port Talbot and beyond. Other metro aspirations include improved and better-connected bus routes in many parts of the region, both rural and urban. The South West Wales Corporate Joint Committee is aimed at further driving economic prosperity across the region. It's made up of the Leaders of Carmarthenshire Council, Neath Port Talbot Council, Pembrokeshire

Council and Swansea Council, as well as senior representatives of the Brecon Beacons and Pembrokeshire National Park Authorities

3. What and how can we do better (now and for the long-term)?

- 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.

4. Conclusion - the extent to which the Council is exercising its functions effectively

A review of the evidence in relation to whether the Council is exercising its functions effectively in relation to its Economy & Infrastructure priority suggests that it is owning its ambition.

<i>Well-being Objectives</i>	<i>Getting started</i>	<i>Making simple changes</i>	<i>Being more adventurous</i>	<i>Owning our ambition</i>	<i>Leading the way</i>
<i>Natural Resources &amp; Biodiversity</i>				x	

This means that the Council is stepping out of a 'business as usual' mind-set and acting to change how things are currently done. It is signalling early progress to wider change with more parts of the Council and organisations becoming involved. The Council is taking more well-managed risks, reaching out to other sectors to make progress and collaborating on funding or staffing. The Council defines its approach as ambitious and staff work across sectors and help influence change.

We came to this conclusion because:

*Progress meeting the steps to deliver the Well-being Objective*

There has been significant visible progress on Swansea Council's major regeneration and infrastructure projects despite a challenging period. The Council continues to commit significant resource to the delivery of its regeneration priorities and visible results are currently being delivered on site. This focus has not only ensures the Council's long term strategic intent is realised but the city is appropriately supported to emerge from a difficult period, stronger and more resilient to future shocks.

Developments are largely on programme and are providing the catalyst for future investment by the private sector. This is evidenced by the recent appointment of a long term development partner to deliver future phases of regeneration via the Shaping Swansea procurement project. Work has commenced on the design stages of the first phase of projects.

In addition, strategy development work has identified projects, interventions and initiatives for the future, ensuring momentum will be maintained in the future with this priority. The REDP is already being used to leverage funding to take forward the next stage of Swansea's regeneration building on the strong foundation work accomplished over the last year.

Overall performance outcomes are largely positive. Although some indicators are showing downward trends, relevant, explanatory comments have been provided based on the specific circumstances prevailing. The Council is demonstratively exercising its functions effectively in relation to Economy and Infrastructure.

*Contributing to the achievement of all the national well-being goals.*

Swansea Council is maximising its contribution to its Well-being Objectives and National Goals.

- *A prosperous Wales* – Implementing the City Deal with partners to invest in digital infrastructure and support investment, innovation, growth, jobs, skills and productivity. Building sustainable development principles into the re-development of the city centre by incorporating requirements for resource efficiency (waste and energy), renewables, enhancing biodiversity / green infrastructure and the sustainable use of natural resources that support a productive and low carbon economy and adapt / mitigate for climate change. Maximising benefits from grant funding applications.
- *A Resilient Wales* – Promoting the 'Green Economy' including renewable energy to provide energy security, climate change mitigation and economic benefits. Promotion of green infrastructure methods in developments.
- *A Healthier Wales* – Promoting biodiversity and protecting Swansea's green spaces, including parks for recreation and play and to promote health and well-being. Managing Swansea's coastline and promoting improved drinking water quality and Blue Flag status to encourage tourism, protect the environment and support well-being.
- *A more Equal Wales* – Creating employment and training opportunities for the long-term unemployed and economically inactive through community benefit clauses in Council contracts.
- *A Wales of Cohesive Communities* – Giving priority to providing affordable housing.
- *A Wales of vibrant culture and thriving Welsh language* – Improving, expanding and diversifying leisure, cultural and heritage facilities and infrastructure to help boost the economy, promote tourism and improve well-being.



- *A globally responsible Wales* – Building sustainable development principles into the redevelopment of the city centre particularly around resource efficiency and the sustainable use of natural resources contributes to a low carbon economy and adapt / mitigate for climate change. Encouraging grant applicants to adopt green infrastructure measures in building refurbishments.

*Working sustainably when taking steps to meet this Well-being Objective:*

The Council is working to maximise its contribution to the national well-being goals when meeting its Economy and Infrastructure well-being objective:

- *Addressing long term challenges or trends* - The Council is working regionally, leading the production of a Regional Economic Delivery Plan (REDP) for South West Wales. The REDP is an evidence based long term framework for addressing the challenges and maximising the opportunities. The REDP has now been adopted by all 4 authorities and the CJC and will form the basis for programmes, projects and funding bids going forward.
- *Preventing problems from occurring or from getting worse* - A repurposing strategy has been prepared to tackle and help reverse the Covid related impact of changes to the retail sector in the City Centre. The strategy has now been approved by Cabinet and projects are under development.
- *Integration – joining things up and avoiding duplication / conflicting priorities* - A Covid economic recovery strategy has been prepared with stakeholders via the Regeneration Swansea Partnership to ensure joined up delivery of a range of priorities. Funding has been deployed via the Council's Economic Recovery Fund. Significant progress has been made in the delivery of the action plan via the Council and stakeholders on the Regeneration Swansea Partnership.
- *Involving people* - including the public, service users and stakeholders: A Covid economic recovery strategy has been prepared with stakeholders via the Regeneration Swansea Partnership to ensure joined up delivery of a range of priorities. All major projects involve a diversity of citizens from the earliest stage and use input to improve development.
- *Working in partnership and collaborating with other organisations:* The Council is leading the regional coordination of the Welsh Government's Targeted Regeneration Investment Programme, delivering locally in partnership with private sector organisations. Discussions are underway to roll out this approach to regional delivery to other funding opportunities.

## Tackling Poverty

### 1. Why this is a Well-being Objective and what success will look like

- Swansea Council is committed to reducing poverty and the impacts that poverty has upon its residents. Poverty limits aspirations, damages relationships and ensures 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 challenge inadequate 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 such as transport and childcare.
- We want to ensure inclusion of people from Swansea's most disadvantaged communities so that we reduce inequalities between and within communities.

### 2. How well are we doing – and how do we know?

#### **Provide a joint and holistic response to poverty, population health and homelessness during the Council's COVID-19 response and recovery.**

The COVID-19 pandemic presented unprecedented challenges to the Council, its services and the workforce. In terms of responding to the immediate challenges of the pandemic a number of non-essential services were suspended in order to redeploy resources and refocus services to areas where they were most needed. Since the start of the pandemic, the Council has transformed the way it has worked developing a joint and holistic response to the pandemic during the recovery phase.

Working with Health and other partners, the Council responded to the immediate priorities presented by the pandemic in our hospitals, care homes, schools and our communities. We established a help line to provide daily support to thousands of people, re-focused Social Services to care for the most vulnerable people, constructed a new field hospital, procured PPE across the region, established food hubs and supported food banks, distributed food parcels and provided hot meals to vulnerable people, provided financial assistance to businesses across the region and secured additional emergency accommodation. We also established a Track, Trace and Protect service, supported the preparations for mass vaccinations and enforced Welsh Government regulations to ensure people were safe.

Our holistic and joint response to the immediate priorities presented by the pandemic, was only made possible by the re-focusing and re-deployment of staff, improved joint working between departments within the Council and working together with our partners and volunteers in our communities. For example, hundreds of Council staff employees were re-deployed into crisis response roles such as the COVID-19 helpline, the food administration team, and the Local Area Coordination team. Departments within the Council such as Education and Social Services improved

joint working through the development of shared criteria and understanding vulnerability with a Single Point of Contact in relation to vulnerable children accessing on site provision. Working with our Third Sector partners and hundreds of volunteers we established food distribution centres, delivered emergency food parcels and provided temporary accommodation to those households who would not normally be in priority need.

During 2021/22, we distributed over £293k to 97 projects via the Food Poverty Grant, Period Dignity in Communities Grant, the Household Support Grant and Men's Shed's funding to address poverty and social isolation. Partnership working and collaboration has been strong and has been demonstrated by the development of new partnership initiatives, such as a Fuel Poverty Voucher Scheme with Citizens Advice, a Community Calling Project with Hubbub, O2 and SCVS, a Community Coordination Programme with the Children's Society and various partners across Swansea and supported the launch of the 'Hope in Swansea' App led by Matthew's House.

#### Case study 1: Community Calling

Swansea Council and Swansea Council for Voluntary Service have supported the development of a Community Calling campaign run by Hubbub and O2. Around 700 donated phones have been distributed to people in Swansea who were digitally excluded, by O2 providing 12 months of free data and unlimited calls and texts.

So far, around 500 residents in Swansea have benefited from the project. The phones have been used by people to help stay connected with friends and support services, to look for jobs and training, access to English language courses online and access to other services such as online banking and health appointment.

The phones have been distributed through a referral process to SCVS with current referral partners including Swansea YMCA, Swansea Tenancy Support Unit, Hafal, Pobl, Swansea Asylum Seekers Support, Platform, Matthew's House, Family Housing Association, Women's Aid Swansea, Action for Children, the Wallich, the council's Employability Service, Swansea Working and the Council's Local Area Coordinators.

#### Case study 2: The Hope in Swansea App

The Hope in Swansea App was launched in August 2021. It is a free smartphone app which signposts users to a range of essential support services in relation to housing, mental health, food poverty, isolation, abuse, addiction and other issue people faces in a crisis. It was founded by Matthew's House and funded with support from Swansea Council, the Children's Society and the Friends of Matthew's House scheme. The App contains the details of more than 60 service providers and is a one-stop directory of services which includes information includes about local services, locations, opening times and emergency contacts. Local providers can register and upload or change their details for free aiming to ensure that the details are always up to date and relevant. The App is also designed for professionals, local volunteers and anyone who comes across someone on the street needing help.

#### Case study 3: Bed promise for rough sleepers in Swansea

Every rough sleeper in Swansea was offered a bed if they want one, the Council pledged. The long-standing promise was repeated in November 2021 to vulnerable people living in the city as the winter nights got colder and was boosted with another £370,000 of support. The place to sleep

promise was delivered by the council alongside local charities, health services and housing associations.

And it came as the number of people sleeping rough in Swansea had reduced to its lowest level on record during the pandemic. Although there were considerable challenges ahead, the Council pledged to continue the effort put in to support rough sleepers through the pandemic and help them stay safe and healthy.

Cllr Andrea Lewis, Joint Deputy Leader and Cabinet Member for Climate Change and Service Transformation in 2021/22, said that extra funding from Welsh Government during the pandemic had helped the council speed-up its work to safeguard rough sleepers.

She said: "Our pledge is that there is a bed for anyone who needs one. Alongside our partners, we are getting the message out to rough sleepers that no matter how vulnerable they may feel, there is a bed available for them.

"Thanks to support from the Welsh Government and strong partnership working between local charities, health, housing associations and private sector providers, anyone found sleeping rough has been and will continue to be offered accommodation and the necessary support to maintain their accommodation

"Since the start of the pandemic we helped more than 400 single homeless people out of temporary accommodation and either into supported housing or a permanent home of their own.

"The extra funding of £370,000 from the council's budget means we can keep people safe from sleeping on the streets and provide help to access more permanent housing solutions."

As part of the council's homelessness strategy, services have been expanded at the Ty Tom Jones temporary supported housing service, which is currently delivered by The Wallich charity and supported by Pobl Housing and the Council.

Cllr Lewis said: "The award-winning Ty Tom Jones has been a real success story over the last year in supporting rough sleepers and single homeless people through the pandemic.

"Our aim is to make it part of a rapid rehousing programme that will help encourage hard-to-reach rough sleepers and single homeless people get the support they need by increasing the health, social, psychological and other wellbeing services on offer there.

"Before the pandemic hit the Council was already working hard to end rough sleeping. The further funding has enabled us to build on the success of what's been achieved with our partners, resulting in a reduction in rough sleeping in Swansea, to the lowest on record in the last 12 months.

"In that time we've learned a lot more about how we can continue to develop our services to directly meet the needs of some of the most vulnerable people in our communities.

"With the extra funding we'll be looking to do all we can to continue to prevent people from sleeping rough."

We have built upon new ways of working during our recovery phase from the pandemic through our "Swansea – Achieving Better Together, Transformation Strategy & Programme Framework 2022 – 2026." Two of the key aims of the re-focus stage of the programme which started in March 2021, were to build upon collaboration with other Councils, organisations, community groups and residents and to improve engagement with our residents and community. The programme includes a community response workstream which aims to build greater collaboration and meaningful engagement with local organisations, community groups and residents by encouraging the continuation of community relationships established pre-Covid. Work to date has included the development of a process for Ward Members to report issues in communities, supporting community events such as Unsung Heroes, a Winter of Well-being for 50+yrs programme, a Summer of Fun programme and developing a Corporate Volunteering Strategy. Although the delivery of the Achieving Better Together programme is still in the early phases, the Council's internal audit team have examined the Achieving Better Together programme and awarded the programme a "high"

level of assurance indicating that “there is a sound system of internal control designed to achieve the programme objectives and the controls are being consistently applied’, with no recommendations.

**Continue to implement the Poverty Strategy and ensure that tackling poverty is everybody’s business.**

We are continuing to implement our Poverty Strategy and ensure that tackling poverty is everybody’s business. Swansea Council’s Poverty Forum meets on a monthly basis to facilitate cross departmental working and to share information and good practice. The Forum has been chaired by the Deputy Chief Executive with good representation from across the directorates in the Poverty Forum. We have also been working in partnership to reduce and prevent the impact of poverty through the facilitation of the Swansea Poverty Partnership Forum, the Financial Inclusion Steering Group, the Swansea Food Poverty Network and the Swansea Poverty Truth Commission. In addition to the Council’s Tackling Poverty Service, activities to address poverty are delivered by services across the Council such as Free School Meals by Education, the Council Tax Reduction scheme by Resources and Beyond Bricks and Mortar by the Place directorate.

We are currently in the process of reviewing the strategy to take into account the learning from our response to COVID-19 and the current social, economic and environmental context. Draft priorities have been produced and discussed with the Poverty Reduction Policy Development Committee, with a view to co-producing a new strategy with all key stakeholders in the near future. A cross section of Councillors have been involved in the development of new policies designed to tackle poverty, such as a Promoting Affordable Credit Policy and a Corporate Debt Policy.

Our approach to ensuring that tackling poverty is everybody’s business has been strengthened by the implementation of the new socio-economic duty and ensuring that socio-economic disadvantage is considered in every strategic decision made by the Council. In addition to rolling out training on the socio-economic duty for both Officers and Councillors, we have also revised our Integrated Impact Assessment process and guidance to ensure the implications for people living in poverty are considered in decision making.

**Targeting resources to maximize access to opportunity and prosperity and focus on utilising data to target support, employability and financial inclusion.**

We are continuing to target support to increase employability and financial inclusion. More people have secured employment in 2021/22 ( $n = 481$ ) compared to previous year through our Swansea Working gateway. Partnership working between Swansea Working, Lifelong Learning, Employability Programmes and partners has continued to offer participants accredited training and qualifications to meet employment opportunities. The number of accredited qualifications achieved by adults with Local Authority support has increased in 2021/22 to 620 compared to 450 in 2020/21; although it has not reached pre-pandemic levels yet. There were 1250 unique learners on accredited and non-accredited Lifelong Learning courses during 2021/22, with 1792 enrolments onto courses, including digital literacy, Essential Skills and Learning for Life Courses (languages, well-being and arts).

**Case study 4: Workways +**

This year as part of the Council’s Economic Recovery Plan and in response to the impact of the pandemic, the Council offered more than 300 paid work placement opportunities to unemployed people through Workways+ and the employment scheme Kickstart. These opportunities were available across a range of roles in local businesses and organisations, with more than 100 positions

based at the Council itself. The Workways+ scheme offered training, paid work experience and volunteering opportunities to unemployed people over 25 to help them improve their lives and find employment. It has already supported more than 1,000 people living in Swansea. Some have benefited from paid work experience opportunities in the Council's Waste department. The UK Government's Kickstart has seen more than 20 new recruits join teams such as parks, building services, waste management and security.

In terms of financial inclusion, our Welfare Rights Team has continued with a Pensions Credit take-up campaign to ensure that eligible pensioners are maximizing their benefit entitlements. Working with Neath Port Talbot County Borough Council and other partners, our Welfare Rights Service launched a free phone number and supported more than 113 benefit claims which has resulted in an average weekly increase of £44 per claim for each eligible pensioner. Our Benefits Service have also continued to manage additional grants on behalf of Welsh Government. Over 18,000 applications for winter fuel payments were processed, resulting in payments totalling £2.7m. The team were also responsible for administering Covid Isolation Payments for which over 18,000 applications have been assessed and payments of over £5.6m were issued. The Cost-of-Living payment of £150 for eligible household started to be paid in April 2022 and the Unpaid Carers payment from May 2022.

**Support the establishment of a Poverty Truth Commission to bring together key decision makers with people who have direct lived experience of poverty to work together to bring about change.**

We have continued to work with partners to facilitate the development of a Swansea Poverty Truth Commission (PTC). The PTC places people with lived experience of poverty at the heart of decision making and policy development. The key principles of the PTC are based on learning from post-apartheid peace building in South Africa and aims to create a safe space for people with lived experience of poverty to tell their stories and build relationships with each other and key decision makers in the local area. Community Commissioners (people with lived experience of poverty) have equal status to Civic and Business Commissioners in terms of determining the focus and priorities for the PTC. Swansea's PTC is hosted by Swansea CVS and supported by two facilitators. Poverty Truth Commissions usually have a life span of between 18 months to 2 years.

Although progress with the development of Swansea's PTC has been hampered by the COVID-19 pandemic, work to develop the PTC has continued virtually on-line and face-to-face when regulations have allowed. All Community Commissioners have been recruited and a launch event is planned for 2022. Although it is too early to evaluate the outcomes from Swansea's PTC, the model used in Swansea has been based on similar models of others PTCS across the UK. Evaluations conducted by other PTCs have demonstrated that they have helped bring about change for individuals, organisations and at a policy level.

**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.**

We have continued to work with our Health partners to ensure that children in their early years and at Foundation Phase achieve their potential. During 2021/22, work has included the development of a co-ordinated Early Years Support System, improved access to Speech, Language and Communication Support and Early Years workforce with training to support a greater understanding of Physical Literacy for Pre School training, along with Early Help Hubs, ensuring early, timely and effective identification and interventions for children in their early years.

Data from our Flying Start programme shows that the proportion of children performing at their expected age in Personal and Social Development increased from 40% on entry to the programme to 72% on exit from the programme. Similarly, in Language and Communication, the proportion of children performing at their age expected outcome at entry to the programme increased from 22% to 51% on exit from the programme. In Mathematical Development, there was a 29% increase in the proportion of children performing at their expected age on exit from the programme compared to entry into the programme and a 20% increase in the proportion of children reaching the expected milestones in Physical development on exit from the programme, compared to entry into the programme.

Early years is one of four local well-being objectives of Swansea's public Services Board. The long term objective is to ensure that children have the best start in life and develop to their potential. This year we have worked with our partners to build upon our Early Years Integration Transformation – Pathfinder programme and have conducted a service mapping exercise across the domains of Childcare, Play, Family Support, Education and Health and conducted a Vanguard Systems review with a view to improving the integration and effectiveness of services. We have continued to develop our multi-agency Jig-so project (support for families and babies in the first 1001 days), breast feeding initiatives and access to speech, language and communications support. We have also reshaped family support services and developed Early Years Early Help Hubs in five community hubs across Swansea. The Early Years Help hubs aim to provide better preventative support for families by providing a single point of contact and a "seamless journey" for families.

The Flying Start programme, component projects, models and tools have been rigorously tested and evaluated nationally since its inception and has been demonstrated to be an effective programme. Local delivery has also been evaluated and has also been demonstrated to be effective, which is highlighted by annual performance data and outcomes from the programme. Although other early years work has not been subject to the same level of evaluation as Flying Start, many of the new approaches adopted such as Jig-so, have been informed by the development of other proven models and approaches. As a whole, our work for children in their early years and their families, has embedded a culture of self-assessment and improvement as demonstrated by our Vanguard systems reviews and continual review of feedback from service users and quality assurance processes.

### **Ensure that young people are able to access employment, education or training after reaching 16 years of age.**

During 2021, Swansea's NEET Prevention Partnership (SNPP) was established under the auspices of Swansea's Skill Partnership. The purpose of the NEET Partnership is to provide coherence, coordination and clarity to the education, employment and training offer to young people. The partnership has focused on supporting prevention and early intervention. This year, work has centred on the revision of a vulnerability assessment profile and targeted work with schools to support vulnerable learners during their transition from school.

This year we have continued to identify those young people who were most at risk of becoming NEET (not in employment, education or training) and provide them (and their families) through the Cynnydd project with the personal support they require to remain engaged with education, employment and training. The proportion of school leavers who were NEET in 2021/22 was 1.6% representing a small increase from 1.5% in the previous year.

### Case study 5: Kickstart

The Kickstart scheme is a £2 billion UK wide initiative designed to create new 6-month job placements for young people, aged 16-24 who were on Universal Credit and at risk of long-term unemployment. Young people are paid the relevant National Minimum Wage for up to 25 hours a week and are provided with on-the-job training and experience, with a view to securing employment following the end of the placement. From the start of the scheme up until December 2022 the programme has provided more than 60 placements for young people within the Council and more than 250 placements with other employers across the Swansea area.

Following the end of Kick-start funding, the Council made a successful bid to the UK Government Community Renewal Fund. The pilot Pathways to Work project has been designed to provide pre-engagement support, employability support, skills support and opportunities to develop digital skills. The project aims to provide a more flexible approach to employability than pre-cursor programmes and involves 6 delivery partners including the YMCA, Barnardos, Gower College Swansea, Swansea Council for Voluntary Services (SCVS) and Techno-camps. It is anticipated that the project will develop bespoke pathways including digital pathways into employment. The project has been designed to test how provision through partnerships could be shaped, prior to the announcement by the UK Government in the next few months in relation to funding for such provision from the new Shared Prosperity Fund.

### **Help to address the impacts of Welfare reform, such as supporting people to claim the full benefits they are entitled to so that they are able to maximise their income and promote access to affordable credit.**

Our Welfare Rights Team has continued to provide advice and support on a range of welfare benefits, providing an advice line, holding joint appointments for complex casework and appeal representation. The amount of welfare benefits secured for Swansea residents in 2021/22 was £1,139, 249m. This represents a 24% decrease compared to the previous year owing to the pandemic and changes to the Benefits System. Although there was a decrease in the amount of welfare benefits secured in 2021/22, research into the multiplier effect suggests that every £1 increase in welfare benefit income, is worth £5 to the local economy. Therefore, the amount of welfare benefits secured for Swansea residents in 2021/22 represented £5,696,245m to the local economy.

During the pandemic, the Welfare Rights Advice Line was expanded to five days per week for 157 days. The Welfare Rights Team also produced 14 benefits updates for staff and partner organisations outlining benefit changes; including special updates relating to specific benefit changes. During 2021/22 the team responded to 817 benefit enquiries. Although there was a reduction in the number of appeals at tribunal owing to the pandemic compared to the previous year, the Team still provided 75 appointments for complex cases and represented 47 people at appeal with a 91% success rate. They also trained 231 support workers including 176 support workers on disability benefits and Personal Independence Payments and supported residents to address over £77k of personal debt.

During 2021/22, the Council's Poverty Reduction Policy Development Committee developed a Promoting Affordable Credit Policy designed to promote awareness of affordable credit options and warn people against the risks of high interest lenders. Work is ongoing in relation to the development of a Corporate Personal Debt Recovery Policy, which aims to encourage people to



engage with the Council at an early stage in relation to debts and ensure that it treats all people with personal debts owing to the Council in a fair and consistent manner.

**Support individuals to overcome their barriers to employment through co-ordinated person-centred employability support.**

We have continued to support individuals to overcome barriers to employment by providing individually tailored employability support. Swansea Working is a single gateway which co-ordinates employability across associated employability support programmes including Communities for Work, Communities for Work Plus, Workways STU, Workways Plus and Cam Nesa. Support provided includes an initial triage and assessment, the development of a personal action plan, intensive mentoring, support to overcome barriers e.g. confidence building, signposting to training and qualifications, volunteering placements, paid work opportunities, support with job searching and access to online employability events and workshops

Since 2017, 2,504 people have been supported by Communities for Work / Plus, 994 people have been supported into work through Communities for Work / Plus, 1,186 people have been supported by Workways, 433 people have been supported into work over 16hrs through Workways and since April 2018, 6,842 people have been supported through Swansea Working. During 2021/22, the number of people participating in Employability Support increased to 481, compared to 453 in the previous year.

Swansea Working and Communities For Work have also worked in partnership to deliver bespoke initiatives with and for local employers, care leavers and prison leavers resulting in sustainable employment. They have also provided employability clients with welfare rights and financial inclusion advice and support in preparation for employment.

**Case study 6: two new work schemes**

Cabinet have approved two new work schemes targeted at graduates and unemployed people. The two schemes worth a combined £1.1m will provide training and work placements at Swansea Council for graduates and unemployed people. The schemes will be funded by the Council's Economic Recovery Fund of £25m, which aims to help the city's residents, businesses and communities, recover from the economic impact of the pandemic. Initially running for the next two years, the £500,000 graduate place training project will fund recruitment into a variety of training schemes, leading to professional qualifications and potential full-time employment in areas like strategic planning, regeneration and heritage, waste strategy, public health, highways and transportation, culture and tourism, and asset management. A £600,000 scheme running until 2024 is also planned to create a rolling programme of six-month employment placements for the unemployed and economically inactive people of all ages. Fifty placements are planned, enabling those who take part not just to earn an income but also to benefit from new skills and new work experience.

**Provide art, culture and heritage opportunities in order to boost skills, confidence, self-esteem and aspiration.**

We have continued to support and provide a broad range of opportunities in art, culture and heritage opportunities in order to boost skills, confidence and self-esteem. Our offer has been sustained through strong partnerships and a mixed economy of varying operating models, whereby Council funded facilities have been complemented by an array of privately owned and operated

facilities, alongside community-run and self-managed assets. The COVID-19 pandemic had a significant impact on our offer; in March 2020 all the cultural venues, leisure buildings and free to access recreational and play areas as well as community buildings were closed and many staff were re-deployed into front line crisis roles. Although our offer was re-focused during the pandemic and was provided on-line and in person when safe to do so, the pandemic has had a significant impact on the sector. Our new cultural strategy aims to reduce the widening inequalities between different groups exacerbated by the pandemic.

In addition to our universal offer, we have delivered a number of targeted services. Our Passport to Leisure (PTL) scheme is available to those who qualify for means-tested benefits along with families in the care system, such as foster families, allowing for concessionary rates at a range of cultural and sporting venues. During 2021/22 there were 1,255 active PTL cards. The HYNT card is a Wales-wide scheme which allow disabled persons the opportunity to take a carer with them, free of charge, when attending events. Although the scheme is administered by CREU Cymru, the financial cost of using the card in our venues and facilities, is funded by the Council. A total of 2,451 HYNT cards have been issued in Swansea and since 2017; over 10,000 HYNT tickets have been utilised at the Grand Theatre and Brangwyn Hall at a cost of over £250,000.

During 2021/22 we have continued to deliver Fusion - a Welsh Government supported programme - designed to tackle poverty through better understanding of our deprived communities by tackling barriers to engagement in order to support people to improve their own wellbeing whilst gaining skills for life and employment. The programme in Swansea is coordinated through a networking partnership called the Swansea Creative Learning Partnership and is regularly cited as an example of best practice. Activities have included support to access volunteering, work experience, improving of digital skills, support for children in the early years, family learning and approaches to learning and wellbeing. A snap-shot of participation prior to the onset of pandemic (March 2020) showed that over 25,000 people had participated in the programme including unemployed people, refugee and asylum seekers and a range of other people with protected characteristics.

We have continued to implement our Diversity pledge, which includes all people with protected characteristics, as well as Welsh speakers and those living in poverty. We have built upon the Council's motion to express solidarity with Black and Minority Ethnic communities in Swansea, by reviewing Swansea's street names, places and statues and committed to recognising the contribution made to civic life by a greater diversity of Swansea's past residents.

#### Case Study 7: a Blue Plaque for Jessie Donaldson an Anti-slavery campaigner

Jessie Donaldson an Anti-slavery campaigner who bravely fought slavery in America around 170 years ago has been honoured by her home city of Swansea. After moving from Swansea to America, she provided sanctuary for slaves escaping from the southern US states to reach freedom in the north. Jessie emigrated to Cincinnati in her 50s and helped fleeing slaves during the American Civil War. She ran a safe house for fleeing slaves which was part of the famous Underground Railroad escape network. In subsequent years choirs and bands of freed slaves visited Swansea to perform abolitionist campaign songs, spirituals and gospel music.

A blue plaque has been installed by Swansea Council outside the University of Wales Trinity Saint David's (UWTSD) Dynevor building in the city centre to celebrate the actions of the campaigner.

We have also continued to support the development of a Digital and Cultural Hub at Swansea's Grand Theatre, which includes 24 ethnic minority organisations and aims to ensure a fair and equal cultural programming for our communities. In 2021 Swansea Council became a partner in The World

Reimagined, a UK-wide art education project working to transform our understanding of the Transatlantic Slave Trade and its impact on all of us to help us make racial justice a reality. The project aims to support communities explore a range of themes and cultural influences to unite participants and audiences to positively understand our cultural influences, and celebrate the present and future opportunities for us all.

Other examples of targeted work include work undertaken by the Dylan Thomas Centre in partnership with West Glamorgan People First, to co-produce projects and interpretation and develop sensory bags. The Dylan Thomas Centre has also worked with the National Autistic Trust to deliver new accredited Museums qualification for autistic people. The Council regularly works with Ysgol Pen-y-Bryn on projects, including World Book Day, development of materials for the New Curriculum for Wales, and film and animation projects.

From its re-opening in May 2021, the Glynn Vivian Art Gallery (GVAG) has displayed a diverse range of exhibitions and programmes from Highlights including an exhibition programmed in partnership with Swansea Pride and participants from Swansea City of Sanctuary to celebrate Swansea 10th anniversary as a City of Sanctuary. In 2021, the GVAG became the first Gallery in the UK to be awarded Art Gallery of Sanctuary for our work with Refugees and people seeking asylum. During 2021/22, the GVAG continued its work with targeted groups for visually impaired people, children and young people not in formal education and older isolated adults in addition to the re-starting of weekend workshops. Swansea Museum and our libraries have also facilitated activities such as videos production working with young carers and young people with disabilities as part of our Winter of Well-being event and provided venues for groups to meet again.

Our Sport and Health service have continued to work with partners to deliver sport and physical activity projects across the City and County of Swansea and support the development of positive social interaction and community cohesion through formal and informal adult participation in sport. Working with partners such as Sport Wales, Disability Sport Wales, Public Health Wales and Street Games we have continued to target groups with low levels of participation such as young women, Disabled people and people from Black and Minority Ethnic groups. We have also continued to work in partnership to develop capacity within local communities and develop infrastructure, support volunteering and share resources. During the summer of 2021, our school holiday programmes was expanded to cover activities for 16-25 year olds and older adults as well as the provision of whole family participation activities, which was piloted pre-Covid via programmes such as Us Girls, Parklives and Streetgames. During 2021 our summer school holiday programme welcomed over 1400 users, to over 150 sessions across 21 different venues, including leisure centres, parks, beaches, rivers and canals.

#### Case study 8: new children's play areas

During 2021 we have invested around £5m in a new generation of children's play areas in over 30 different communities and popular areas across the City and County of Swansea. The investment has been made by Swansea Council with support for funding from Ward Members, funding from community groups and other organisations, section 106 agreements with developers and the Welsh Government through Play Sufficiency grants. The scheme included the installation of new facilities and the upgrading and refurbishment of existing facilities. The features of each play area vary and have been designed in consultation with local children and their families. Example of new equipment include ziplines, mini trampolines, climbing frames, multi-play units for younger and older children, a range of swings, roundabouts, springers and play panels. Dedicated equipment for disabled children has also been introduced.

The quality of our cultural, arts, heritage, leisure and sports offer is generally good and demonstrated by our achievement of various accreditation, quality marks and national awards. For example, we are one of the leading Councils in Wales in achieving 18 Green Flag awards for our parks and 4 Blue Flag awards for our beaches. Our two Archives and all of our Museums and Art Galleries have achieved the UK Accreditation Standard. In 2020, the Dylan Thomas Exhibition's Literature and Trauma initiative won a prize in the Museums Association's Museums Change Lives award and Swansea Museum was included in a report by the Future Generations Commissioner for Wales as one of the museums in Wales excelling at collecting stories from their communities. Our Us Girls project designed to increase and sustain young women's participation in sport and physical activity in most disadvantaged communities also won the Engaging Women and Girls Award at the National StreetGames Awards in 2020. The effectiveness of our offer is also demonstrated by good levels of attendance, participation and visits.

**Invest to improve housing and build more energy efficient Council homes and support the building of affordable housing to help meet housing need, reduce fuel bills, regenerate estates and bring wider economic and employment benefits.**

Demand for social housing remains high and there is insufficient supply to fulfil the needs of all households on the waiting list. A snap-shot of the Council's waiting list in September 2021, showed that there were 4,639 households on the waiting list (26% were households who were homeless or threatened with homelessness, 43% had other, less severe forms of housing need and 31% were council tenants who have applied for a transfer to another property/area). The private rented sector is increasingly unaffordable for people on low incomes and the Local Housing Allowance often does not meet the cost of private renting for many households.

The Council, in conjunction with its Registered Social Landlord (RSL) partners has set an ambitious target to develop 5,000 units of new affordable housing in Swansea over a 10-year period (1,000 to be delivered by the Council through direct building programme, 4,000 to be delivered by Housing Associations). We have continued with our Council Housing Development Programme and building new Council homes, with a commitment to building energy efficient, zero carbon homes and to Lifetime Homes Standards to ensure they are suitable for the long terms needs of tenants.

During 2021/22, a total of 60 additional affordable housing units were delivered by the Local Authority (an increase from 44 in the previous year) and 129 additional affordable housing units were delivered by Registered Social Landlords (RSLs) (a decrease from 203 in the previous year). The COVID-19 pandemic has impacted upon the development of new affordable homes and the pace of delivery has been slowed by challenges in the construction supply chain and a shortage of materials and labour.

The Welsh Housing Quality Standard - which is the statutory standard for all social housing in Wales - currently requires all social housing to achieve a Standard Assessment profile (SAP) rating of 65 or above. Due to investment to improve the thermal efficiency and insulation of council properties, 100% of properties reached the average SAP rating of 69 (band C). There is a lack of robust information about house conditions in the private rented / owner occupied sector. However an estimate from data drawn from Energy Performance Certificate (EPC) between 2008-2021 suggests that there is a relatively low proportion of homes in the private rented/owner occupied sector with a SAP rating of (band C) or above (estimated at only 40% of private rented/owner occupied properties reaching this rating).

**Prevent homelessness and support people to maintain their tenancies to help provide stability and security for families and communities by implementing the Council's Homelessness Strategy 2018-22.**

As a result of the Covid-19 pandemic there has been a reduction in the number of people sleeping rough in Swansea to lowest levels ever recorded, as a result of Welsh Government instructions to ensure all people who required it were provided with temporary accommodation during the pandemic. There was good partnership working between our Homelessness service, support Services, and accommodation providers which was demonstrated by the effective homelessness and housing support response to the pandemic, such as the development of Ty Tom Jones.

Around 2,500 homelessness applications are made in the City and County of Swansea each year. Where homelessness cannot be prevented, temporary accommodation is provided. The Council has its own temporary accommodation suitable for families and bed & breakfast (B&B) accommodation is only used as a last resort when there are no other options available. In the last five years, the annual number of families in temporary accommodation in Swansea has fluctuated between 22 and 41. Whilst the number of families in temporary accommodation fell during 2020/21, the number has increased in the first two quarters of 2021/22.

We have continued to implement our Homelessness Strategy 2018-22 and have adopted a new approach to combine strategic planning for homelessness with the Housing Support Grant Programme and to produce a new strategy for 2022-2026. We have received increased funding provided by Welsh Government to sustain additional homelessness services and new approaches to service delivery developed during the pandemic, through an uplift in Housing Support Grant allocated to Swansea of £4m. We are undertaking a large-scale systems thinking review of all Temporary Supported Accommodation Projects, which will identify how the sector and homelessness services in Swansea will transition to a Rapid Rehousing approach over the next 5 years, i.e. minimising time spent in temporary accommodation before moving on to permanent accommodation.

**Explore creating our own energy venture to provide low-cost energy to homes helping to tackle high domestic fuel bills and fuel poverty. Support tackling climate change and help eradicate fuel poverty and boost economic development through the ARBED scheme and energy efficiency measures in social housing.**

Although we have fully explored establishing an energy company to manage the new energy generating facilities, volatility within energy market coupled with price caps has made the option financially unviable. Other previous public sector energy companies have now ceased trading and been sold to private companies and the option is unviable for the foreseeable future. However we have progressed the concept and continued to explore this work through a revised proposal to develop a Tidal Bay Lagoon in the area. Pre-planning discussions have commenced on the Blue Eden project. Unlike the previous Tidal Lagoon concept, the project will not require public subsidy and will now include new additional features such as Housing, a Battery factory, an Oceanic and Climate Change Research centre, a Data centre and a Solar farm. The Blue Eden project is being led by Bridgend-based DST Innovations and their business partners from the private sector. It is anticipated that project will be delivered in three phases over 12 years and will create more than 2,500 permanent jobs and support a further 16,000 jobs across Wales and the UK, whilst creating additional jobs during its construction.

During 2021/22, we are continuing to address fuel poverty through the distribution of our fuel vouchers with partners, the construction of new energy efficient Council homes, retrofitting our

existing properties and ensuring all Council homes meet the band C energy efficiency rating. We have also continued to support community-owned renewable energy schemes to deliver clean energy and benefit local schools and community buildings and have adopted of a Climate Change Charter as part of a series of measures working towards becoming carbon neutral.

### **Continue to implement the Community Cohesion Delivery Plan to promote cohesive and inclusive communities in Swansea.**

During 2021/22, our Community Cohesion team has focused on the social effects of Brexit, as well as the broader community cohesion agenda. A key element of work has included engaging with individuals and communities to ensure maximum uptake of the European Union Settlement Scheme (EUSS). More than 9,000 EU citizens in Swansea have been supported to apply to the EU settlement scheme. Alongside community and stakeholder engagement, work has continued on tension monitoring within local communities, which have been reported via the weekly tension monitoring system. Regular engagement has been held with key stakeholders to share intelligence and concerns from, for example, students, BAME residents and refugees, and local Faith group leaders. Working with our partners, we are continued to monitor and respond to incidents of hate crime through the Hate Crime Stakeholder Group and the Safer Swansea Partnership.

During 2021/22 we have delivered a number of training programmes to staff and key stakeholders to understand the early signs of far-right influence and reporting mechanisms. Around a 100 members of staff completed the Hate Crime e-learning course and 44 people attended Victim Support virtual training arranged by Council in this period. We have continued to engage with relevant networks to address tensions / hot spots and raised awareness of Hate Crime by supporting the delivery of Hate Crime Awareness Week and a Hate Crime awareness programme in our schools in Swansea. Working with partners, we have also supported innovative campaigns to challenge myths and misconceptions, promote positive messages, celebrate diversity, and promote a sense of belonging including Eid in the Park, School Swap project, Interfaith week, Holocaust Memorial Day, Diwali, LGBT+ month, Windrush, Refugee week and Black History month. We have raised awareness and supported the reporting of anti-slavery / human trafficking in Swansea by establishing an Anti-Slavery MARAC to support the victims of human trafficking. We have continued to support our more vulnerable communities through our "Tell Me More" campaign which is designed to provide accurate and up to date information about the COVID-19 pandemic.

### 3. What and how can we do better (now and for the long-term)?

Although good progress has made in relation to tackling poverty, there are a number of potential areas for improvement. Firstly:

- the Council's Scrutiny Programme Committee in November 2021 recommended that the Council should clarify its aims and objectives in relation to tackling poverty and improve the ways in which it monitored and measured the outcomes of work.

Clarifying the Council's role and functions in relation to tackling poverty and the delivery of effective services to those people who need them most, perhaps takes on greater significance within the current economic situation and the cost of living crisis and the likelihood of increased future demand for support. Although the causes of poverty and the impact of poverty is multi-faceted, more work is needed to *demonstrate* the difference made in terms of outcomes and that services are reaching those most in need.

- Secondly, many of the Council’s activities to tackle poverty are reliant on grant funding, predominately from the Welsh Government. If grants cease, then the Council will not be able to deliver the same range of services effectively. A number initiatives are still funded by EU funds including the Communities for Work Employability programme of over £732,000 per annum which is due to come to an end in 2023. In addition to an over reliance on grant funding, greater flexibility is also required in relation to using funding in a way which best meets local needs in a sustainable way.

Other areas for improvement include the need to:

- complete the revision of the Council’s Tackling Poverty Strategy, complete and implement the Review of Employability and the Review of Financial Inclusion and to develop and implement the Corporate Volunteering Policy. Other areas identified for improvement by the Tackling Poverty Service include reviewing food poverty and community cooking and growing activities, reviewing employment support and access to Lifelong learning, developing evidence based outcome models for projects and developing a quality / satisfaction framework for services.

4. Conclusion - the extent to which the Council is exercising its functions effectively

A review of the evidence in relation to whether the Council is exercising its functions effectively in relation to its Tackling Poverty priority suggests that it is owning its ambition.

<i>Well-being Objectives</i>	<i>Getting started</i>	<i>Making simple changes</i>	<i>Being more adventurous</i>	<i>Owning our ambition</i>	<i>Leading the way</i>
<i>Tackling Poverty</i>				x	

This means that the Council is stepping out of a ‘business as usual’ mind-set and acting to change how things are currently done. It is signalling early progress to wider change with more parts of the Council and organisations becoming involved. The Council is taking more well-managed risks, reaching out to other sectors to make progress and collaborating on funding or staffing. The Council defines its approach as ambitious and staff work across sectors and help influence change.

We came to this conclusion because:

*Progress meeting the steps to deliver the Well-being Objective*

Overall, the evidence demonstrates that the Council has made good progress in terms of taking actions to tackle poverty. There are a number of long established and well attended forums and groups working across the Council and in the local area with external partners from the statutory and Third sectors. The Council and its partners have also worked in partnership to harness and support community action. Overall, the Council has made good progress in terms of ensuring that poverty is seen as “everybody’s business”.

The evidence also shows that a large number of children in their early years and their families have benefitted from early intervention and co-ordinated support to reach age appropriate outcomes and milestones. The Council’s approach to employability has also provided a single coherent gateway to provide an individually tailored person centred approach to training, readiness for employment and

securing stable employment. Many residents have also benefitted from support to ensure that they realise their maximum benefit entitlement. The Council and its partners have worked in quick and innovative ways to secure grants and administer funds to support groups and people in crisis from the immediate impact of poverty such as food poverty and longer term consequences.

Wider support such as Social Housing (including energy efficiency measures) and our cultural and leisure offer and innovative use of grants and working with the Third Sector has also been good. *Contributing to the achievement of all the national well-being goals.*

The Council is working to maximise its contribution to the national well-being goals when meeting its well-being objective to tackle poverty:

- *A Prosperous Wales* – maximizing benefit take up and entitlement and providing a single gateway to employment support.
- *A Resilient Wales* – building more energy efficient Council homes and affordable housing to meet housing need, reduce fuel bills, regenerate estates and bring wide environmental, economic and employment benefits.
- *A Healthier Wales* – providing free or low cost art, cultural and heritage events at targeted communities through a wide range of talks, workshops and activities aiming to address health and wellbeing.
- *A more Equal Wales* – creating employment and training opportunities for the long-term unemployed and economically inactive through community benefit clauses in Council contracts.
- *A Wales of Cohesive Communities* – implementing the Community Cohesion Delivery Plan to promote cohesive and inclusive communities in Swansea.
- *A Wales of vibrant culture and thriving Welsh language* – helping Swansea's poorest communities tackle poverty by accessing arts, culture and heritage in order to boost skills, confidence, self-esteem and aspiration.
- *A globally responsible Wales* – measures contributing to tackling climate change including energy efficiency measures in housing and building more energy efficient Council housing.

*Working sustainably when taking steps to meet this Well-being Objective:*

The council is working sustainably in line with the following five ways of working when meeting its well-being objective to safeguard people from harm:

- *Addressing long-term challenges.* Our work with children in their early years and their parents and carers, is based on approach which aims to improve the long term outcomes for children and young people and to ensure they fulfil their potential in the future. We have also been working to address the long-term challenges of reducing Swansea's carbon footprint by ensuring that new Council Homes are constructed to the Swansea Standard and we have been retrofitting existing home with energy efficient measures. We have also been working to help people secure employment and a decent standard of living in the long term by helping people overcome barriers to employment and getting people back into work.
- *Preventing problems from occurring or getting worse.* We are continuing to prevent homeless at an early stage by encouraging residents to engage with our Tenancy support team at an early stage and by using a psychologically informed approach to deal with rent arrears and making innovative use of the Prevention fund to support tenants in the privately rented sector. We are also working to help prevent high fuel bills and the 'poverty premium' by building energy efficient Council homes and retrofitting existing homes.



- *Integration / joining things up and avoiding duplication.* Our single gateway approach to employability support integrates a number of different funding streams and programmes, providing single and clear pathways to training, employment and other forms of support. Our work with children in their early years and their parents and careers is designed to provide an integrated and holistic package of support to address a range of educational, health, social and developmental needs.
- *Involving people.* Our Poverty Truth Commission places people with lived experience of poverty at the heart of policy development and the re-configuration of services. They are equal to the Civic Commissioners in terms of determining the areas of focus and priorities. We are also working co-productively to review and develop our Tackling Poverty strategy.
- *Working in partnership* and collaborating with other organisations. Working in partnerships is at the very centre of our approach to tackle poverty recognising that reducing poverty is “everybody’s business. We are working across all departments within the Council and a range of external partners to mitigate the causes and impact of poverty.

## **Maintaining and enhancing Swansea's natural resources and biodiversity**

### 1. Why this is a Well-being Objective and what does success look like?

- We shall seek across the range of the Council's responsibilities, as appropriate, to maintain and enhance biodiversity, reduce our carbon footprint, and improve our knowledge and understanding of our natural environment, thus benefiting our health and well-being.
- 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 need to be maintained, enhanced and sustainably managed for the benefit of everyone now and into the future.
- Our future survival and quality of life is dependent on a healthy resilient natural environment and the multiple benefits it provides to society.
- 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 urgently need to tackle climate change by reducing our use of carbon and by maintaining and enhancing resilient ecosystems and a strong green infrastructure network to help us mitigate for and adapt to the pressures of climate change.
- A Climate Emergency has been declared by Swansea Council formally recognising the need for action and reporting on progress via this well-being objective.
- We have a legal duty under the Environment (Wales) Act 2016 and under the Well Being of future Generations Act 2015 (Resilient Wales goal) to protect and enhance biodiversity and maintain resilient ecosystems, and to report our progress to Welsh Government.
- Evidence shows that contact with nature has significant benefits for people's physical and mental health; this has been borne out by anecdotal evidence emerging from the Covid-19 pandemic
- Our future prosperity and well-being is dependent on a healthy resilient natural environment.
- We need to work with nature to improve the quality of our air, water and soils.
- We want everyone to understand and appreciate the unique value and fragility of Swansea's outstanding natural environment and to play their part in looking after and enhancing it.
- Our ambition is for everyone in Swansea to have access to and to benefit from an ecologically diverse, attractive, well managed and resilient natural environment.
- We want to halt and reverse the loss of biodiversity so that its contribution to Swansea's economic and social well-being is not lost or reduced.
- We aim to create a greener more sustainable, ecologically diverse and resilient county, where its unique natural environment is recognised as one of its most valued and distinctive assets.
- We have a moral responsibility to look after biodiversity for its own intrinsic value.

### 2. How well are we doing – and how do we know?

#### **Develop, adopt and implement a Corporate Biodiversity (Section 6) Action Plan.**

This Plan will be reviewed in line with Welsh Government's 3-year reporting cycle during 2022. At the heart of this progress was embedding the natural environment and biodiversity into the Public Service Boards (PSB's) Swansea Well-Being Plan and the Council's Corporate Plan. In addition, the Natural Environment Scrutiny Inquiry, and its recommendations, has had a significant impact in terms of raising awareness of the Duty and highlighting areas for improvement.

Through the Swansea Well-Being Plan's 'Working With Nature' objective, delivery by key stakeholders and partnership working, much work is already being done: the Council has included a priority for nature recovery in its Corporate Plan and has established a Climate Change and Nature Recovery Programme Board to ensure that both issues are fully considered across all Service areas. Swansea's Local Nature Partnership (LNP) is active and well-placed with over 97 members from local wildlife and other organisations wishing to contribute to nature recovery, and together are preparing a local Nature Recovery Action Plan.

As Outlined in the Cabinet Action Plan: Scrutiny Inquiry into the Natural Environment, progress on meeting the corporate biodiversity objective actions are monitored and reported on a regular basis by means of the establishment of a Corporate Biodiversity Working Group (now formulated as the Climate Change and Nature Recovery Programme Board). This Group effectively supports and encourages all Service Areas to take ownership of Section 6 duties. This Group comprises representatives from all relevant service areas and is chaired at a senior level. Under the new business planning and reporting regime, all Service Areas will be required to report on progress made and planned future actions to meet the new Corporate priority for the Natural Environment and biodiversity.

### **Biodiversity and Development Supplementary Planning Guidance (SPG)**

This guidance which was adopted by the Council in 2021, provides clarity on the interpretation of Local Development Plan policies in order to ensure development within Swansea maintains and enhances the County's biodiversity and delivers long term ecosystem resilience. This aligns with the Council's duties under Section 6 of the Environment (Wales) Act 2016 and the Resilient Wales Goal of the Well Being of Future Generations Act 2015, and is consistent with National Development Plan (Future Wales) Policy.

It guides those submitting planning applications on how to consider biodiversity at each stage of the development management process. It provides the framework to demonstrate that proposals have responded to a robust ecological understanding of a site, and that appropriate ecological mitigation, compensation, enhancement and aftercare will be provided. The SPG recognises that applicants should provide measures in relation to biodiversity and ecosystem resilience that are proportionate to the scale of the development proposed.

The Council's Nature Conservation Team are a consultee in the planning application process and will provide advice to the Development Management Team in relation to biodiversity matters.

### **Work with partners to develop and deliver a Green Infrastructure (GI) Strategy for Swansea.**

Working in collaboration, Swansea Council's Natural Environment Section and Natural Resources Wales employed Green Infrastructure Consultancy (a world leading expert in the GI industry) to develop a Green Infrastructure Strategy, *Swansea Central Area: Regenerating Our City for Wellbeing and Wildlife*. It has since been used to help deliver public realm enhancement schemes within the central area such as green roofs and walls on buildings and other structures.

This strategy sets out a vision for the central area of Swansea to be much greener and more biodiverse, creating green spaces and using a combination of street-level features such as street trees and rain gardens as well as vegetation on buildings, including green roofs and green walls. The intention is to double the amount of GI (with the exception of open water) within 10 years. Success will be measured via a number of performance indicators, which will work towards targets to double (from 13% to 26%) GI by 2030 and to increase tree canopy cover to 20-25% by 2044. The strategy

includes a Green Space Factor tool which is a simple user tool designed to guide improvements to the quality and functionality of green spaces. The strategy was adopted in February 2021. An Action Plan is in development to support the delivery of the strategy and address the key themes which came out of the engagement work: 1) governance and leadership, 2) skills and knowledge development, and 3) maintenance.

Swansea Council and Natural Resources Wales have also started engaging on the development of a county wide strategy. This document will follow a similar developmental path as the Swansea Central Area strategy focusing on taking a strategic approach to multifunctional GI across the county. Supported by national legislation, local policy and guidance skills and knowledge, the aim is to ensure GI is an embedded guiding principle in all development and enhancement work in Swansea.

Some local examples of urban green infrastructure projects influenced by the Strategy include:

Swansea Environment Centre - An extensive green roof was installed in at the Environment Centre in March 2021 by The Urban Greening Company, funded by a Welsh Government Local Places for Nature grant. The green roof was planted and sown with 48 locally grown native wildflowers by Celtic Wildflowers and Environment Centre staff.

Coastal Offices High Street - A semi-intensive green roof was installed by The Urban Greening Company on the Coastal Office building High Street in March 2021, funded by the Welsh Government's Transforming Towns Green Infrastructure Grant. Designed to bring coastal habitat into the city the green roof is a really good example of creating a city centre space for people and nature.

Coastal Housing, Potter's Wheel: Designed and installed by Scotscape, using Welsh Government's Transforming Towns Green Infrastructure Grant. The green wall was part of the refurbishment of 85-86 the Kingsway. The planting and breathable soil pouches filter particulates and vegetation provides food and shelter for birds and insects along with amenity value.

Coastal Park: Copr Bay's 1.1 acre coastal park is an intensive green roof, currently Wales largest living roof, including a green façade living wall running along the Oystermouth Road side of the new car park. The living wall provides year-round colour and amenity value, offers shelter and food for birds and insects, absorbs pollution and surface water run off providing summer cooling.

### **Develop and adopt a Council tree policy.**

A suite of tree policies/protocols have been adopted during 2021/22 including: Trees, Woodlands and Hedgerows Supplementary Planning Guidance, the Swansea Tree Replacement Standard, Tree Planting Guidance and a Management Strategy for trees on Council owned land.

The aims of the Swansea Council Tree Management Strategy 2021 in relation to Council owned land are to:

- Ensure risks from and to trees are adequately managed.
- Ensure the Council meets its biodiversity duties in respect of trees.
- Conserve trees of value.
- Maintain and expand tree canopy cover.

As at 2021, around 43,000 individual trees in Council ownership had been surveyed with more than 1439 woodlands and tree groupings plotted and surveyed containing an estimated 100k additional trees. However, significant areas of Council land ownership still remain to be surveyed.

**Begin to map existing Green Infrastructure assets and ecosystem service provision, and identify areas, which provide the best opportunities for habitat enhancement/connectivity and improved recreational access with associated health and wellbeing benefits.**

South East Wales Biodiversity Records Centre (SEWBReC) was commissioned in September 2021 by Swansea Council (specifically the Nature Conservation and Gower Area of Outstanding Natural Beauty Teams) to undertake a project to produce a map of ecosystem resilience for the Swansea Council area.

A key potential use of the mapped outputs is to identify locations where work could be undertaken to increase ecological resilience, through targeted works to restore or create habitats in locations which currently exhibit lower ecological resilience. Such work could form a very important component of building a "Nature Recovery Network" in the Swansea area and could be supported and directed through the Local Nature Recovery Action Plan.

**Undertake a preliminary biodiversity audit of Council owned land and where possible manage our corporate assets for the benefit of biodiversity and natural resources.**

A pilot project for improved management of corporate assets for the benefit of biodiversity and natural resources has considered all More Homes Council housing sites and advised on ecological surveys to be undertaken. Swift bricks (bricks that provide a mechanism for building nesting accommodation for swifts into brickwork) have been installed and will continue to be installed on all new More Homes properties.

Following on from the first Passivhaus pilot at Colliers way, the second phase of the More Homes project has been completed at Parc Y Helyg, and Colliers Way Phase 2. As part of this phase, 34 new homes are designed as 'Homes as Power Stations' using funds from a £1.5m Innovative Housing Programme grant from the Welsh Government. The homes have innovative features such as solar panels and battery-powered energy, as well as the inclusion of swift bricks to support biodiversity.

Two grant funded Community Greenspace and Nature officers have been appointed to begin the process of mapping existing biodiversity and green infrastructure assets within each ward and identifying opportunities for enhancement works with associated health and wellbeing benefits.

**Work with partners to develop and implement opportunities to enhance biodiversity and improve ecological connectivity.**

To support working with partners to develop and implement opportunities to enhance biodiversity, four permanent and three temporary grant funded posts have been created within the Council's Nature Conservation Team during 2021/22, including a Local Nature Partnership Officer, a Biodiversity (Section 6) Officer, a Woodland Officer, a Planning Ecologist, two Communities and Nature Project Officers and a Volunteer Co-ordinator. In addition over £1million of grant funding was secured by the Nature Conservation Team for delivering biodiversity and Green Infrastructure projects in 2021/22, with further bids worth £1.5 million submitted for 2022/23. Work has commenced on the preparation of a Local Nature Recovery Action Plan and a Section 6 Plan

As outlined in the Biodiversity and Development Supplementary Planning Guidance, the Local Development Plan (LDP) has been informed by an assessment of ecological connectivity across the whole of the County. As well as mapping the existing ecological connectivity network in Swansea, this assessment also identifies locations where ecological connectivity has the potential to be enhanced.

#### Case Study 1: Plantasia

The Council has used funding from the Welsh Government's Local Places for Nature Fund to boost the biodiversity in this long thin wetland in Parc Tawe. Over 30 species of wildflowers were planted in the moat with the help of children from Leonard Cheshire and Admiral volunteers. These plants were provided by, and the day was overseen by, expert local business Celtic Wildflowers. The new improved moat will provide an important wildlife stepping stone for pollinators and other species, helping Swansea to become a more resilient city for people and nature.

#### **Work towards creating a low carbon economy, which promotes renewable energy and takes actions to reduce our carbon footprint.**

In taking action to reduce our carbon footprint, streams of work have been divided into a 2030 target of Net Zero emissions for Swansea Council and 2050 for Swansea as a whole. A Climate Charter and Pledge Wall have been developed to encourage Swansea groups, public bodies, businesses, schools and individuals to make a commitment to get to Net Zero by 2050.

Training and awareness campaigns have commenced with internal staff and work is underway to develop an awareness programme for the business sector. An Energy Awareness Hub has been piloted in the town centre, run by the Environment Centre, supporting citizens with help and guidance on energy provision, the paying of bills, renewables, etc.

We are continuing to implement agile working so that our workforce can reduce unnecessary travel and plans are underway to vacate the Civic Centre and establish a Central Public Sector hub; this process was accelerated with lockdown.

Swansea Council is seeking to receive accreditation for the work it's doing to reduce its overall ecological footprint. As well as decarbonisation, this covers buildings, travel, land use and waste as well as biodiversity and the impact on natural resources. The *One Planet Standard* recognises organisations who seek to respect Planet Earth's natural boundaries and capacities by adjusting the impacts of their activities to a level commensurate with what the planet can provide. At the same time, it can help to combat climate change and re-introduce more biodiversity and nature into our environment.

#### Case Study 2: Council unveils its Charter on Climate Action and Nature Recovery

Members from across Swansea Council's political spectrum have become the first signatories of the council's Charter on Climate Action. Other people and organisations around the city will also soon have the chance to sign the charter online. It is a visible public reminder that the Council aims to become net zero carbon by 2030 - and aims to make the city net zero by 2050. Political leaders were the first people to sign the charter in a socially distanced ceremony at the Guildhall. The Leader of the Council Cllr Rob Stewart said: "The charter demonstrates this council's commitment to do all we can to help fix the problems of climate change that recent generations have created."

“As a Council we've been very successful in cutting our carbon footprint year after year with almost 24,000 tonnes saved per year compared to 2009 emissions - a reduction of over 55%.”

“We've been on an ambitious path of carbon reduction since 2012, and are now leading Wales in so many areas of climate change, carbon reduction, sustainability and biodiversity, but we intend to do much more.”

### **Delivery of the Energy Strategy to reduce costs, provide cheaper energy and reduce our carbon footprint.**

An Energy Strategy and Carbon Management Plan were approved in December 2021 and an Action Plan is in place to support delivery to reduce costs, provide cheaper energy and reduce the Council's carbon footprint.

Swansea Council's Energy and Carbon Management Strategy is based on an Energy Hierarchy, indicating that reducing energy demand and increasing energy efficiency are the best starting points (Fabric First approach). Energy efficiency actions reduce energy demand and enable us to use energy wisely. Maximising energy savings and energy efficiency will be essential to the feasibility of increasing reliance on low carbon sources of energy.

Swansea Council procures its energy using Crown Commercial Services Framework Agreements, via the National Procurement Service (NPS), for the vast majority of supplies. All electricity procured via the NPS framework is from 100% renewable energy sources; 41% sourced from Wales (Apr 20 – Mar 21); Gas – Total Gas and Power (TGP) procured as new gas supplier (Apr 21 – Mar 22); Green Gas tariffs - dependant on viability and cost impact; pricing option available with TGP later in the year.

#### **Case Study 3: Plans to establish a council-operated solar farm at Tir John**

The Tir John scheme would see the council selling green electricity generated to the national grid and help reduce the council's carbon footprint by 3% a year until at least the year 2050. The 17-acre scheme would generate 3MW a year and make use of former landfill areas at the site. As a landfill site, the ground conditions are not developable. However, the 'capped areas' areas no longer being used for landfill could accommodate the solar farm. Andrea Lewis, Cabinet Member for Homes and Energy in 2021/22, said the project would be another example of the council's commitment to playing its part in supporting the provision of clean energy to local communities. She said: "Councils around Wales are accessing Welsh Government funds to develop green energy projects that pay their own way and help cut carbon footprints." "This Solar Farm could play an integral part in our ability to achieve our goal of becoming a Carbon Neutral Council." "Over the lifetime of the project it should generate 101,302,731kw of energy. The Welsh Government has set out an ambition that 70% of energy consumed in this country should be from renewable resources by 2030. This project will help towards that ambition."

Regional collaboration has been established to support reductions across the West Wales region. The Council have continued to support community owned renewable energy schemes to deliver clean energy and benefit local schools and communities having successfully installed 900 kW of roof top Solar Photovoltaic systems across a number of schools.

### Case Study 5: Swansea Schools take Climate Action

Egni has also established an ambitious education programme in partnership with EnergySparks and the STEM Ambassadors programme. The EnergySparks portal draws on actual electricity and gas consumption data, as well as solar generation, and enables pupils and staff to make energy improvements, which they can then look to measure in the data.

Rosie Gillam, Egni's co-director said "It shows what can be achieved through co-operative action. We now have 88 sites across Wales and they save about £108k/year on their electricity costs – and prevent the emission of over 1,000 tonnes of CO<sub>2</sub>. Swansea pupils and staff have been so supportive and enthusiastic in helping to make these projects happen during a difficult time."

### **Act in response to the Climate Emergency.**

Following on from the Council declaring a Climate Emergency in June 2019, a Nature Emergency was declared in 2021 and an Energy Crisis in February 2022. A Climate Change and Nature Recovery Strategy was approved in November 2021 and an Action Plan is currently being developed.

The council's Climate Survey, aimed at all residents of all ages and organisations of all types, represented the start a conversation as the council aims to create a strategic city-wide approach to achieving a net zero carbon Swansea. Results from the survey were published in November 2021, and included the following aspects:

- Covid Gaps – more targeted engagement with children, young people, business and face-to-face offline opportunities are planned. Members discussed the ongoing need for better engagement with children and young people, and how the Council can better engage with these groups.
- The survey took place between 15 February and 29 March 2021. After cleaning the data, 967 responses and 396 Twitter poll responses have informed reporting. A high number of qualitative comments in relation to every topic illustrates the depth of public interest in this agenda with the vast majority of comments demanding positive action and a small minority expressing negative opinion, concerns or alternatives.
- There was an overwhelmingly positive response to the Council's top ten proposed actions to ensure it becomes a Net Zero organisation by 2030. Positive support for each of the proposed actions ranged between from 80% and 98% (where respondents stated they strongly agree or tend to agree). The greatest strength of agreement was in support of 'tree cover and biodiversity' at 85% strong agreement.

### Case Study 6: Swansea Market.

More than 40 photovoltaic panels have been fitted to the roof to increase the venue's green credentials, helping the city tackle the climate emergency.

The 80 sq m surface of the panels is expected to provide more than 5% of the market's power - and to reduce annual greenhouse gas emissions by three tonnes.

Other carbon-reduction measures already in place at the Swansea Council-run facility include LED lighting in the offices and in other locations plus recycling amenities for the treatment of waste.

### **Continue to participate in and support the Low Carbon Swansea Initiative.**

The Council has maintained its membership of and commitment to the Low Carbon Swansea Bay (LCSB) network. Activities and events were once again disrupted by the pandemic this year, but



online webinars took place and the key focus for LCSB partners this year was the preparation of a Swansea Bay Healthy Travel Charter in collaboration with Public Health Wales and Swansea Environmental Forum.

The council continues to promote the use of Electrical Vehicles. Swansea Council already has around 60 electric vehicles in its fleet. A further 200-300 will be introduced in the next few years.

Other projects being rolled out by the council to help the city decrease carbon emissions include EV charging points. There are currently 12 council car parks offering electric vehicle charge points for use by the public. All of the charge points in council car parks provide users with 100% renewable electricity. The 12 sites offer a combined total of 32 'fast' charge points, meaning that the charge points offer 7-22kW power.

The Council aims to continue installing EV charge points across the local authority area. This will contribute to the Welsh Government's ambition in transitioning to a low carbon, low emission transport system in Wales, and align with the Welsh Government's Electric Vehicle Charging Strategy, and Llwybr Newydd: a new Wales transport strategy.

#### Case Study 7: Swansea Bay Healthy Travel Charter.

Following on from work done during 2021/22, the Swansea Bay Healthy Travel Charter was launched in May 2022, signed by 11 leading organisations from across the region.

Swansea Council Joint Deputy Leader, Cllr. Andrea Lewis, affirmed the Council's support for the Swansea Bay Healthy Travel Charter and the commitment to taking practical measures to promote active travel and sustainable transport. Cllr Lewis said "We're committed to working with local and regional partners to deliver the actions outlined in the charter. Excellent work is already underway, encouraging local people to consider more active and sustainable transport options, such as walking, cycling, using low-emission vehicles and using public transport."

Actions within the Charter include establishing a network of sustainable travel champions within each organisation, developing targeted communications campaigns for staff, offering and promoting the cycle to work scheme and promoting public transport discounts.

The public sector in Swansea employs over a third of working adults (over 42,000 people) so this commitment may have a significant positive impact on the environment as well as associated health benefits.

#### **Support initiatives that will increase Swansea's urban tree cover.**

A green artery has been created through Swansea City Centre with several green, tree-lined spaces integrated within the redevelopment of the Kingsway; doubling the number of trees in this area of the city centre, and adding large grassy areas with extra plants and shrubbery. The new trees (circa 170) include alder, birch, cherry, lime, maples and flowering pears.

Other city centre tree planting projects, such as the Boulevard and Westway, have seen the Council introduce significantly more street trees and other green areas than were previously present. This has created an attractive street scene and will encourage greater biodiversity.

Further extensive tree planting has been undertaken on Council land throughout the County including up to 1000 trees and 5600 whips, and the Council has been declared a Queens Green Champion City in recognition of its extensive tree planting projects.

#### Case Study 9: The Queen's Green Canopy

The Queen's Green Canopy announced that Swansea would be joining twelve other cities around the UK, including Manchester and Leicester, to help celebrate the 70th anniversary of Her Majesty The Queen's 70th year on the throne.

Rob Stewart, Leader of the Council, said: "It is such an honour for Swansea to have been nominated a Queen's Green Canopy Champion City."

"It is recognition of what's been achieved in the last few years in creating a new city centre urban park - the first in Swansea for a century - and the planting of thousands of trees along key routes in Swansea."

"We're also being recognised for the work we have done with partners to plant even more trees around the city, including thousands of new trees at sites including Mynydd Newydd Playing Fields and residential areas such as Penlan."

The Kingsway has been re-fashioned into a refreshing city centre green space boasting more than double the number of trees and greenery than it had before. The Council has been consulting on doing something similar for Castle Square Gardens with news on proposals due in the next few months.

Mark Thomas, Cabinet Member for Environment Enhancement and Infrastructure Management, said: "The news of the city receiving this title is a real credit to the work we have carried out in recent years and also for the plans we have for the future.

"It clearly recognises the efforts we are making to improve the city's green infrastructure and improve our local environment.

"All of our new cycle routes are benefitting from additional tree planting. We have recently planted more trees in many of our parks. It's also important we recognise the work to manage our existing trees and remove diseased and dangerous trees and replace with more suitable species that we know thrive in urban areas."

Tree-planting season started last month and areas getting new trees will be the area around the new-look Broadway junction above Tycoch, Kingsbridge, Sketty Park, Ynystawe Park, Wind Street, Townhill and in Gorseinon. Off-road cycling and pedestrian routes are also expected to benefit from extra tree planting as well.

Swansea Council is also progressing a new concept for the city centre's Castle Square, introducing more greenery. The amount of space for people to gather, sit out and relax would remain the same. Green space would grow from today's 25% cover to more than 40%. Biodiversity would increase and most existing trees would remain, with new trees planted.

#### **Improve awareness and understanding of our natural environment through provision of information, training and events.**

An annual programme of environmental events is published online to improve awareness and understanding of the local natural environment. An annual celebration of Wales' magnificent wildlife with a host of local, national and online events which highlight different habitats - woodlands, wetlands, meadows, peatlands, marine and coastal, and urban habitats.

Recent events have included:

- Nature Art at Bishop's Wood: A morning of discovery and creativity using what nature provides.
- Babell Graveyard Volunteer Morning: Helping to create a space for nature and people in the heart of Cwmbwrla at this much-neglected graveyard. Tasks include cutting and digging up brambles, litter picking and developing a garden area.
- Discover Oxwich National Nature Reserve: Warden-led walk around the dunes, across boardwalks to see wildfowl, a host of dragonflies and perhaps even an otter before investigating the adder bank to see snakes then journey through the dunes and back along the beach.
- Swansea Community Farm Volunteer Session: Opportunities to learn new things, connect with people and get active. Activities include mucking out the animals, organic gardening, taking part in nature and conservation tasks, building and construction or site maintenance,
- Reptiles and Wildflowers with Gower Society Youth: exploring the wildlife sanctuary at Nitten Field to spot reptiles and see the wildflowers in this unique location.

Case Study 10: Expert tuition is helping Swansea Council take more action than ever to help curb climate change.

A series of "carbon literacy" lessons and workshops for members and officers has seen them take key actions as the council works to make Swansea net zero carbon by 2050. The council itself aims to be net zero by 2030.

Andrea Lewis, the council's joint deputy leader and cabinet member for climate change and service transformation in 2021/22, said: "The council is committed to do all it can to tackle the world's climate and nature emergency - and we want to bring the rest of Swansea along with us.

"Offering carbon literacy courses to our staff and members is a small but important step. We plan to roll out climate training across the council."

Carbon literacy is an awareness of the carbon costs and impacts of everyday activities and the ability to reduce emissions.

### **Provide opportunities for schoolchildren to access and learn about their natural environment.**

A Covid interrupted programme of support for schools to help raise biodiversity awareness including on site activities and practical initiatives has recommenced.

The Council supports Foundation Phase pupils to study and learn outdoors, ensuring a respect for nature, biodiversity and ecosystems. In support of this the Council's Nature Conservation Team have provided opportunities for children and young people to engage with nature via a range of initiatives such as:

- Outdoor activities delivered at the Council's Activity Centres in Port Eynon, Rhossili and Bishop's Wood, Caswell.
- Regular field study visits and numerous public events at Bishops Wood Local Nature Reserve.
- INSET days have been delivered to build capacity among teachers for working outdoors with pupils.
- Support also provided for Forest School and Sculpture by the Sea Activities.

Work within classrooms, through cross-curricular topics aligned to the science and geography curriculum is a key feature of sustainability education. Developing the outdoor environment and establishing links with projects and schools at an international level also supports learners to develop a better understanding of local biodiversity as well as global citizenship. Numerous Swansea

schools have been accredited with the Platinum Award for eco schools (42% of schools with Platinum and 23% with Green Flag awards).

Development of the natural environment within Swansea school grounds has seen vegetable gardens grown, bug hotels opened, raised flower beds sown, trees and orchards planted and literacy trails established. Consumption and waste reduction is also a key theme in Swansea schools. A strong willingness by schools to re-cycle and re-use is championed by eco school committee members across Swansea. Nearly all Swansea schools have developed their own eco code to support sustainability and the theme of developing 'ethical citizens' features strongly in the new Curriculum for Wales (2022).

#### Case Study 11: Bishopston Primary School

Swansea Rural Development Partnership are pleased to announce their support of the project Nature Area for Outdoor Learning delivered by Bishopston Primary. The Partnership has successfully allocated £5,000 of funding through the Welsh Government Rural Communities - Rural Development Programme 2014-2020, which is funded by the European Agricultural Fund for Rural Development. Hamish Osborn, of Natural Resources Wales and Chair of Swansea Rural Development Partnership said "the Local Action Group is pleased to be supporting the Nature Area for Outdoor Learning project. We see merit in developing spaces that will not only encourage biodiversity, but also provide a valuable learning tool for our younger generation to gain an understanding of the importance of caring for our environment".

Nature Area for Outdoor Learning project is a response to pupils of Bishopston Primary and local community who want to encourage Outdoor Learning, through the creation of a dedicated nature area, which can be used every day as a working area for children.

The school will contribute to the aims of Swansea Local Delivery Strategy by improving health, maintaining and enhance biodiversity; reducing their carbon footprint; and crucially improving knowledge and understanding of our natural environment.

#### **Work towards improving access to and maintaining the quality of our parks and greenspaces.**

The first urban park to have been created in the city since the Victorian era has been completed in 2022, adjoining the new Swansea Arena. Constructed above a new car park, the coastal park has been designed in a dune-like shape to celebrate its closeness to Swansea beach. A living wall features on the Oystermouth Road side of the new car park to complement new greenery that has been introduced.

Swansea Council has also secured grant funding worth over £240,000, obtained during 2021/22 to improve the quality of parks and greenspaces including tree planting schemes, whilst over £370,000 funding has been bid for 2022/23 to continue this work.

#### **Continue to deliver a programme of wildflower planting and management.**

The Council's wildflower planting programme has now extended to around 40,000sq.m (about 6 football pitches) of wildflowers across approximately 190 sites. In support of this new grant funded cut and collect machinery has been purchased to help better manage grass cutting and help boost wildflowers and pollinators by maintaining species-rich vegetation. Complementary training has also been delivered including grassland management of parks/verges; benefits of cut and collect; right tree in right place and nature emergency.

In June 2022, Swansea Bay News reported that *over the past few years the council has attracted pollinating insects to its roadside verges, roundabouts, parks and rough ground by allowing the grass to grow long in selected locations, which allows wildflowers to bloom, and by seeding formal beds with a colourful mix of flowers.*

The Council is now introducing native wildflowers at a dozen locations around the city which will continue to bloom year after year. Seeds specially selected from the National Botanic Garden of Wales' wildflower meadows in Carmarthenshire have been planted. The move supports the council's commitment to tackling climate change and biodiversity loss by promoting plant and insect life, on top of the new ways of cutting grass that is promoting pollinators and environmentally-healthy parks and verges.

#### Case study 12: new ways to cut grass.

Thanks to Welsh Government grants (Local Places for Nature) for new equipment and advice from eco-charity Plantlife, the Council is using new ways to cut grass that promotes pollinators, wildflowers and environmentally healthy parks and verges.

The move comes as part of the Council's commitment to playing its part in tackling climate change and biodiversity loss by promoting plant life and is on top of its hugely popular wildflower planting initiative.

Mark Thomas, Cabinet Member for Environment Enhancement and Infrastructure Management in 2021/22 said: "We led the way among local authorities with the wildflower initiative, creating insect havens that were also colourful additions to local communities and roadsides.

"At the same time, we also reduced the amount of grass cutting we do to allow insects and wildflowers to thrive in parks and on roadsides. Now we're aiming to boost local diversity even more with our new cut and collect grass management programme.

"Our new approach to grass cutting is in addition to what we're already doing and is the best of both worlds because it encourages the maintenance of species-rich vegetation in parks and verges. It also curbs the growth of invasive plants that can sometimes take over habitats.

"But the best thing about it is that we cut the grass twice in the season at specific times so that flowers can complete their lifecycles and naturally distribute seed ready for the next time.

"This cutting less and cutting later approach to grassy areas replenish the seed bank, restores floral diversity, and provides pollinator habitat across the county."

The Welsh Government has supported the scheme with grant funding for specialist cutting equipment and new machinery. It cuts and collects grass while at the same time carefully removing other dead vegetation to allow air and rain to get to the soil so that seeds have room to germinate.

#### **Engage with local communities to encourage volunteering and to support them taking action to enhance and maintain their local greenspaces and wildlife sites.**

Despite the impact of the pandemic, collaboration with community groups and other partners has been maintained and increased over the past year including with the Swansea Local Nature Partnership, Clyne Community Volunteers, Rosehill Quarry, various Friends of Parks Groups and the Environment Centre.

A grant funded Natural Environment Volunteer Co-ordinator post has been created in 2022 to re-establish and support opportunities for environmental volunteering with such activities being curtailed by Covid over the past couple of years.

### **Take actions that help to control invasive non-native species.**

The Nature Conservation Team is responsible for the management of 6 Local Nature Reserves and numerous of Council owned Special Areas of Conservation (SAC's), Sites of Special Scientific Interest (SSSI's) and Sites of Importance for Nature Conservation (SINCs). It also provides advice to other Council staff with land management responsibilities. This involves the preparation of management plans and agreements, practical site management and maintenance work, tackling Invasive Non-Native Species (INNS), managing contractors and supporting community and volunteer participation in biodiversity delivery.

It can take up to 5 years to clear INNS from a site and there are ongoing rolling clearance programmes focussing primarily within Council Housing Estates to improve the local environmental quality but also this year through successful grant funding bids extending into Gower AONB including a £10,000 project to eradicate Japanese Knotweed from Ilston Woods, as well as working with volunteers to remove INNS from managed sites such as Clyne Country Park.

### **Undertake a range of actions to improve air and water quality.**

Swansea Council submits an Annual Progress Report (APR) to Welsh Government each year advising upon the assessment of ambient air quality in accordance with the EU objective concentrations.

The Pollution Control & Private Sector Housing Team continues to monitor air quality across the authority, working with other Council departments. Collaboration with the Council's Highways Service takes place to provide input and assessment of air quality impacts for highway schemes. As part of a collaboration with the Nature Conservation Team, a 'Green Screen' has been installed along Fabian Way.

Whilst Swansea is currently compliant with Welsh Governments' Air Quality Objectives, in-line with Welsh Government policy, the Council will continue to work towards reducing exposure where possible.

A multi-staged review and assessment of air quality within Swansea has been carried out to identify those areas that would exceed the national air quality standards and objectives. Real time air quality data is posted online and on site in relation to these locations (<https://www.swansea.gov.uk/airquality>).

Bathing water quality is monitored by Natural Resources Wales and Gower beaches easily surpass standards, however Swansea Bay is more complex and changeable throughout the day. The Council therefore post information up to 3 times a day on site and also broadcast on social media. (<https://www.swansea.gov.uk/bathingwater>)

#### **Case Study 14: New 'green' bus shelters**

Swansea Council is in the process of replacing more than 100 ageing bus shelters across the city, with many having been installed 30 years ago. The new shelters are being provided by Bus Shelters Ltd.

Part of the city-wide upgrade will include 10 new 'green roof' bus shelters, featuring natural plants on top, which can help filter out dust particles and contribute to better air quality.

The 'green' bus shelters will be installed along the roadside at Mumbles Road, Oystermouth Road, Quay Parade, Walter Road and St Helen's Road.

Mark Thomas, Cabinet Member for Environment Enhancement & Infrastructure Management in 2021/22, said: "Our current stock of bus shelters have been in place for many decades and are in need of upgrading.

"We're arranging for more than 100 new shelters to be installed during the next few months.

"We've also decided to introduce a number of environmentally friendly bus shelters along some of our busy bus routes in the city. While they may appear as a bit of a novelty to some - they will certainly help in our wider work to improve air quality and hopefully they will also help raise awareness of the importance of green infrastructure when the public see them.

"The new green bus shelters will also complement our Copr Bay Coastal Park development where we are introducing a green space for the public to enjoy."

The initial phase of this upgrade programme will involve the removal of existing bus shelters. New shelters will then be installed shortly after.

### **Undertake (selected or targeted) enhancements to greenspace as part of an environmental works programme to meet our commitment to the Welsh Housing Quality Standard.**

Enhancement of greenspaces has been an ongoing process over the past 4 years as part of the environmental works programme to meet the Council's commitment to the Welsh Housing Quality Standard (WHQS) and to address deficiencies in access to natural greenspace.

<https://www.swansea.gov.uk/article/2907/Welsh-housing-quality-standard>

WHQS reporting to Welsh Government had been suspended in 2020 due to Covid. As at 31<sup>st</sup> December 2020 there were 7,753 fully compliant homes and there are 5,795 homes containing at least one acceptable fail in Swansea. This represents 57.2% fully compliant and 42.8% with acceptable fails. Fully compliant levels will rise and acceptable fails will reduce as the remaining improvement programmes continue.

Swansea Council has completed the retrofit project in Craig Cefn Parc in partnership with Cardiff University's Welsh School of Architecture. The Retrofit scheme is the first of its kind in Wales and consists of 6 bungalows which have had External Wall Insulation (EWI), new rendering, and new energy efficient windows and doors. Each property has been fitted with renewable technologies including ground source heat pumps, solar panelled integrated roofs, Tesla battery storage and Mechanical Ventilation Heating Recovery (MVHR) units.

This has transformed the bungalows into some of the most energy efficient homes in Wales substantially improving the warmth and comfort of the bungalows. Energy demand is significantly reduced thus reducing energy bills for the residents.

### **Minimise our use of non-recyclable products and materials, and recycle more waste.**

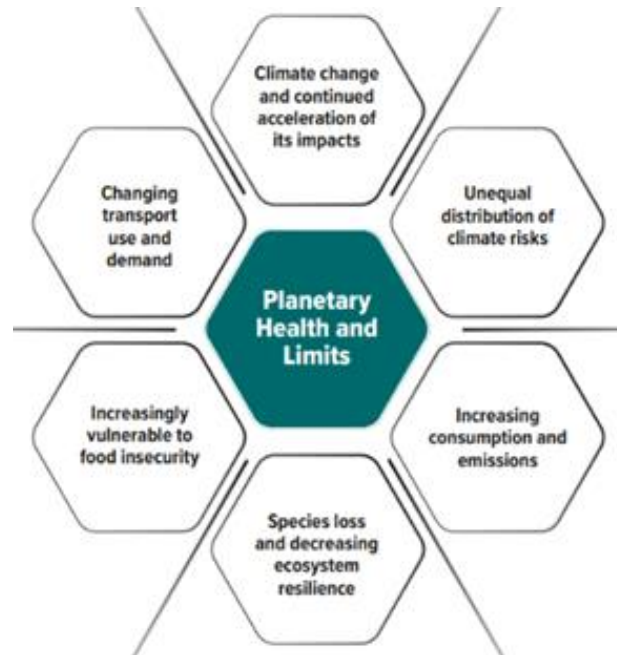
Provisional annual data for 2021 measuring the municipal waste collected and reused and/or recycled stood at 63.68%. The data is provisional due to the difference in reporting/data periods for Welsh Government. The comparative recycling rate is slightly down on last year's figures due to the ongoing impact of Covid, more black bags are being generated at the kerbside and commercial waste has now increased to near pre-Covid levels.

### **3. What and how can we do better (now and for the long-term)?**

Required actions are primarily long-term objectives or ongoing actions that are measurable in some cases in decades e.g. net zero carbon by 2030, increasing specific tree canopy coverage by 2044, etc.

These are not suitable actions for monitoring on a quarterly or even annual basis in many cases. Whilst they must undoubtedly remain ongoing commitments there needs to be some specific targets that are SMART.

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. This objective will be pivotal to reacting effectively to the identified trend within The Future Trends Report Wales – Planetary Health and Limits.



Based on the Future Generations Commissioners Report 2020 – Swansea Council will strive to focus on the following areas and should:

- Demonstrate global citizenship and leadership by supporting sustainable behaviour and making the connections.
- Play our part to ensure Wales is welcoming, safe and fair to all.
- Commit to fair and ethical investment and divestment - making the right financial decisions now to enable future generations to thrive.
- Ensure supply chains are fair, ethical and sustainable.
- Ensure that Swansea understands the importance of using the earth's resources efficiently in order to contribute to global well-being.

Within the Council, there is demonstrated a clear understanding of meeting the long-term challenges, for example:

- *Decarbonisation* - In October 2021 Swansea Council submitted its first emissions report to Welsh Government. Work will continue to deliver net zero carbon for the Council by 2030 and for Swansea by 2050. The Council prepared and submitted to Welsh Government in Dec 2019 a report (Section 6 Monitoring Report) outlining what it has done to comply with the Section 6 Biodiversity Duty. <https://democracy.swansea.gov.uk/documents/s62825/11%20-%20Section%206%20Biodiversity%20Monitoring%20Report%20Dec%202019.pdf>



- *Climate Pledge* - Collaborative working to influence Swansea-wide behaviour change can be demonstrated through the introduction of a climate pledge, the sign up of large businesses across Swansea to our climate charter, ongoing work with PSB and collaborative working with an environmental partner, schools, community groups and businesses. Risks are monitored through the corporate risk register and Swansea had declared a Climate Emergency in June 2019, A Nature Emergency in November 2021 and an Energy Crisis Notice of Motion in January 2022.

How we will do better - We will

- 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 WG 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, water and soil 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 WG 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 WG guidance.
- Report on the delivery of a Waste Reduction Strategy.
- Secure grants and other external funding to help deliver the above.

4. Conclusion - the extent to which the Council is exercising its functions effectively

A review of the evidence in relation to whether the Council is exercising its functions effectively in relation to its Natural Resources & Biodiversity priority suggests that it is owning its ambition.

<i>Well-being Objectives</i>	<i>Getting started</i>	<i>Making simple changes</i>	<i>Being more adventurous</i>	<i>Owning our ambition</i>	<i>Leading the way</i>
<i>Natural Resources &amp; Biodiversity</i>				x	

This means that the Council is stepping out of a ‘business as usual’ mind-set and acting to change how things are currently done. It is signalling early progress to wider change with more parts of the Council and organisations becoming involved. The Council is taking more well-managed risks, reaching out to other sectors to make progress and collaborating on funding or staffing. The Council defines its approach as ambitious and staff work across sectors and help influence change.

We came to this conclusion because:

*Progress meeting the steps to deliver the Well-being Objective*

The evidence shows that the Council has made significant progress meeting the steps required to deliver this well-being objective and, at a strategic level over the past few years with its declaration

of climate and nature emergencies, the establishment of a related corporate programme board and member steering group. Scrutiny committees are overseeing progress in relation to addressing climate and nature issues and the Council now has a Section 6 Plan to ensure it meets its Biodiversity Duties. There is greater tie in with the work of the Public Service Board and other organisations with responsibility for climate and nature matters. Additional staff resources have been/are being made available to help deliver projects that tackle climate and nature emergency locally, whilst increased grants are also being made available by funding providers over longer periods in recognition that there is no quick fix.

*Contributing to the achievement of all the national well-being goals.*

Swansea Council is maximising its contribution to its Well-being Objectives and National Goals, embedding Nature at the heart of Swansea by ensuring that Green Infrastructure is a key aspect of service delivery and communities are enabled to shape their place. Partners are collaboratively acting to reduce carbon emissions through sharing assets and knowledge, in addition to joint working through local initiatives.

- *A Prosperous Wales* - The unique natural environment in Swansea and its Area of Outstanding Natural Beauty supports thousands of jobs in the tourism sector worth £440 million per annum to the local economy.
- *A Resilient Wales* - The resilience of our natural environment is improved by restoring degraded habitats and through habitat creation and improving connectivity.
- *A Healthier Wales* – Trees play an important role in relation to filtering air of harmful particulates reducing respiratory conditions, while natural spaces have a documented beneficial impact on mental health.
- *A More Equal Wales* - Involvement in environmental training and volunteering builds skills that are accessible to all.
- *A Wales of Cohesive Communities* – The social benefits that accompany improving the percentage of tree cover and natural open space within Swansea create welcoming communities where people are proud to belong and experience an improved quality of life.
- *A Wales of Vibrant Culture and Welsh Language* – Accessible, managed green and beach space offers sport and recreational opportunities while Swansea’s physical geography and maritime location have inspired a rich local cultural identity.
- *A Globally Responsible Wales* – Reduces our impact on the planet, moving towards a ‘one planet’ Wales that does not use more than its fair share of resources.

*Working sustainably when taking steps to meet this Well-being Objective:*

The Council is working sustainably in line with the following five ways of working needed for Public Bodies to achieve the well-being objective and national well-being goals.

- *Addressing long-term challenges* - We are working to better understand our carbon footprint, in line with emerging guidance for public sector greenhouse emissions reporting. We have reviewed council policies in relation to climate change and are integrating adaptation and mitigation strategies to inform all future work programmes between 2021 and 2030.
- *Preventing problems from occurring or getting worse* - Climate change and loss of biodiversity have been mitigated and adaptation measures taken by prioritising and investing in Green Infrastructure and low carbon design. This offers a preventative approach in reducing our carbon emissions and improves the economic prospects of the city centre by repurposing the area as a green destination. In order to understand long term impacts and

protect our environment and heritage for future generations, measures have been put in place and studies commissioned to measure and take action to reduce visitor impacts on biodiversity and the historic landscape, e.g. at Cefn Bryn and Port Eynon.

- *Working in partnership with others* - The Council has forged close relationships with both national organisations like Natural Resources Wales and the RSPB and also local ones such as Swansea Environmental Forum, the Swansea Biodiversity Partnership and the Swansea Environment Centre. The development of tools and strategic guidance for developers is resulting in closer working with the private sector.
- *Joining things up and avoiding conflicts* - The Swansea Central Green Infrastructure strategy was developed collaboratively with NRW to ensure the approach aligned with common objectives across the public, private and third sectors. This integrated approach is being expanded with the development of a county wide Green infrastructure Strategy where a variety of Public Services Board partners will be involved in ensuring a strategic approach is developed which aligns priorities and addresses potential conflicts. The Climate Change Programme Board provides a forum where Council policy overlaps, gaps and synergies can be identified in relation to Green Infrastructure and other climate and nature related activity.
- *Involving people* - In order to become a Net Zero City and County of Swansea by 2050, the Council recognises everyone will need to play their part and so started a long term engagement process during lockdown. This was the first time Swansea Council has specifically asked residents about their attitudes to climate change. The survey response rate was particularly high with over 1000 citizens participating in a survey, related Twitter poll and discussions. The overwhelmingly positive response indicating widespread concern about climate change and an appetite for action provides a firm foundation to take forward ongoing broader involvement activity.

## Transformation and Future Council Development

### 1. Why this is a Well-being Objective and what does success look like?

- We want to modernise and transform the Council through our Achieving Better Together programme. In the short term this will focus on actions and interventions related to Covid-19, including how we emerge and recover from the pandemic. 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.
- During the pandemic Council services were forced to shift to online and telephone. We want to maintain this approach where residents are able to use online channels first, reducing administration and back-office services. We will continue to provide wrap-around support where it is needed to ensure inclusion. We want to generate additional income to pay for services and help families earlier so that we can reduce costs later on.
- We want to improve efficiency and further reduce management and business support costs. We also want to continue reviewing all of our services to ensure they are delivered in the best way and saving money by working with partners such as the police and health, or preventing the need for people to access costly statutory services where need can be met elsewhere.
- We want the public to play their part by co-producing and helping to run services, such as the successful scheme where bowlers are maintaining their greens, or by increasing recycling at home.
- We want 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 invest in our priorities like the city centre, improving classrooms, improving and extending our energy efficient housing stock, and delivering the City Deal with the potential to create 10,000 jobs.

### 2. How well are we doing – and how do we know?

#### **Update the Council's transformation plan to the new Achieving Better Together programme in order to transform services and deliver better**

We have continued to develop and implement the Council's Achieving Better Together programme. A new programme manager was appointed to oversee the development of the programme in June 2021. Recovery activities are well underway and the programme has shifted into the 'refocus' phase of the programme, looking forward into longer-term transformation. During 2021/22, the recovery activities focused on our staff and the organisation and included re-launching the Leadership hub and the Ideas hub to encourage staff engagement. We have also held a number of staff engagement workshops and developed a new Staff handbook. We have renewed our Agile Working Policy and continued to ensure that staff have a safe working environment at home, in our offices and buildings and in public spaces. We have also developed a programme timetable for our Medium Term Financial Plan (MTFP) and monitored the outcomes from our Economic Recovery Fund as we recover from the pandemic.

Recovery activities for our citizens have included the expansion our Local Area Coordination services across the County and the development of Volunteering Toolkits and training. We have continued to re-focus our back office services and increased our use of automation. We have continued to develop a joint and holistic approach to recovery through the development of closer working between departments such as Education and Social Services e.g. developing a shared understanding

of vulnerability criteria for vulnerable children and a single point of contact. We have also worked with a range of other partners and the third sector to develop innovative approaches, such as the Community Calling project providing smartphones and tablets to individuals without digital access. We have also developed a COVID-19 Economic Recovery Plan, which has supported local businesses, protected local jobs and secured new investment in the city.

Our Achieving Better Together programme has a robust programme management framework and governance arrangements in place. Recovery activities are managed and overseen by the Steering Group and strategic issues and risks escalated to a Board. During 2021/22, an internal audit took place to examine the effectiveness of governance and assurance arrangements of the programme and concluded that the programme demonstrated a level of 'high assurance' with a sound system of internal control designed to achieve the programme objectives. The Scrutiny Programme Committee also continued to scrutinise the effectiveness of the programme and examined progress in October 2021.

The programme has started to look beyond 2022, it will take account the priorities of the new Council, a new Chief Executive and Corporate Plan. During the preparation of the next phase and exiting delivery of phase 2 we will work towards:

- Developing the framework for the future delivery programme – Phase 3 of Achieving Better Together – Reshape.
- Ensuring Strategies and action plans (housing, Schools, economy, social care) are embedded and change is visible and increasing in pace.
- A reviewed and updated corporate plan.
- Ensuring the culture of the organisation is working to align to the delivery of the corporate plan.
- Ensure all priority service areas have new models of delivery maturing.
- Delivering a balanced budget and long term MTFP (Medium Term Financial Plan) that is sustainable.

When the new Cabinet is appointed in May 2022 we will “review the Achieving Better Together transformation strategy and programme goals”.

Feedback from leadership sessions and listening to work stream leads will influence a revised governance structure for the next phase of the programme. For example: the timeliness of meetings has been raised; this will be considered as part of the review.

It is important as we move forward, we ensure structures and governance help to avoid duplicating or confusing responsibilities and accountabilities or add unnecessary bureaucracy.

**Implement the Council's Organisational Development Strategy to deliver transformed services, so that we have the right people with the right skills, particularly in light of Covid-19.**

The COVID-19 pandemic presented unprecedented pressures on the Council's workforce. A Scrutiny Working Group was established to review the changes and support that was required during the pandemic and as we recovered. During 2021/22 we continued to review our Agile working policy and work towards developing a hybrid model. We have also continued to improve our support for Agile working by providing 1-2-1 support to staff, teams meetings, equipment and information about how to claims back some of the costs associated with working at home.

During 2021/22, we continued to develop a comprehensive Workforce Strategy for 2022-27, following extensive consultation with Members, Senior Leadership, Trade Unions and a cross-section of the workforce from all Directorates. In addition to the continued development of our Workforce Strategy, we have re-structured all human resources functions under one Head of HR and Service Centre. Our Workforce Strategy is closely aligned to our Achieving Better Together programme and is part of the third and final re-shape phase of the programme. The Strategy contains four key themes; Leadership and Management, a Workforce Fit for the Future, being an Employer of Choice and Wellbeing and Inclusion and contains nine strands and associated actions. Progress to date includes the re-accreditation of our Disability Confident Employer status with a view to working towards Disability Confident Leader status in the future.

We have also continued to work with Trade Unions and held a workshop on the development of a Social Partnership workshop and reviewed our Dying to Work” charter. We have also established a new Workforce Equalities Group to support the delivery of Equalities activities, delivered a new mandatory e-learning package on Equalities and developed a proposed framework for Welsh Language skills. This year we have also developed a Coaching and Mentoring strategy and re-branded the Leadership Hub which provides staff with a range of different opportunity learn about leadership and organisational culture.

Although the number of sickness days per fte. has increased slightly during 2021/22, compared to the previous year, additional resources have been provided to human resources and organisational development and occupational health to manage absence and sickness. This year we have also appointed three Management of Absence Officers to support Directorates in the management of sickness absence and contributed to the reduction in the number of outstanding Early Retirement cases across the Council by 25%. In addition, we are working to recruit more Helping Hands Volunteers and develop a tailored package for schools based on the Helping Hands model and develop a range of resources for managers such as Mental Health First Aid Training, Stress Awareness sessions and other preventative workshops and toolkits.

**Embed equality and diversity into service delivery through a network of Equality Representatives appointed in each service and produce a new Strategic Equality Plan 2020-23 for the Council.**

We published a new Strategic Equality Plan (SEP) 2020-24 in 2020. During 2021/22 we have continued to implement the plan and reviewed our annual progress through our Annual Review of Equality and Diversity (ARED) 2020-21, in addition to reporting on the Gender Pay gap and publishing a Workforce report. Our Equalities staff representative group has continued to meet during 2021/22 and have discussed a range of topics such Easy Read documents, Plain English/Welsh, Welsh Language Standards and has continued to raise awareness and promoted a range of different equality events and groups and equality training. The group works under the auspices of the Equalities and Future Generation Board – a Strategic Board established to oversee the delivery of the SEP 2020-24. A co-ordinator for the Board has been appointed and is working towards Swansea becoming a Human Rights City. As part of our Workforce and Organisational Development strategy, we have also established a Workforce Equalities group, which is made up from staff with protected characteristics. This group has been established to address equality issues in the workforce such as improving the collection of data about staff with protected characteristics and to ensure we adhere to the Welsh Government’s Race Equality Action Plan and the LGBT+ Action Plan.

During the coming year the Strategic Equalities and Future Generations Board will be monitoring progress on the Strategic Equality Plan and will target areas for further development. Further improvements will include embedding the Race Equality Action Plan and LGBTQ+ Action Plan which

are both awaiting Welsh Government guidance. We are also progressing work on how we can move towards adopting the Social Model of Disability to help make our services more accessible by removing existing barriers. We will also be embedding Human Rights across the council to ensure we meet our obligations as a Human Rights City.

#### Case Study 1: Human Rights City

Swansea Council in partnership with Swansea's Public Service Board (PSB) are working towards declaring Swansea a Human Rights City in December 2022. It is our aim to create a city where everyone is equal. To empower people to understand their rights and respect the rights of others. A steering group was established in September 2021 consisting of a representative from each PSB organisation to drive this ambition, chaired by Cllr Louise Gibbard. On the 10th of December 2021, Human Rights Day, Swansea's PSB publicly declared their intention to become a Human Rights City. Extensive engagement has taken place across Swansea to share the ambition and to gain support. In October 2021 we launched a survey to learn about what residents and visitors of Swansea think the priorities should be when becoming a Human Rights City and to capture a baseline awareness of Human Rights knowledge and awareness in the City. A PSB Partnership Forum event took place in November 2021 with the focus of Human Rights City. Over 60 representatives from private, public and 3rd sector organisations who operate across Swansea took part, including representatives from different services within Swansea Council. An action plan has been developed where we will focus on the priorities that emerged from the engagement. Work is on-going to establish what programmes, initiatives and policies happens already in each PSB organisation across Swansea in relation to each priority.

#### **Review the Council's approach to procurement to secure local economic and community benefits, in line with sustainable development principles.**

During 2021/22, we have continued to build upon our approach to sustainable procurement and the incorporation of sustainable procurement principles based on revised Wales Procurement Policy issued in 2021. Our approach enables our Procurement Officers to engage with services at the very earliest stages of procurement and to consider value from every stage of a project from planning, inception and to completion. In addition, our approach to procurement takes into account wider social values such as safeguarding, equalities and environmental issues, in addition to financial costs and traditional value for money criteria. This year we initiated a pilot project to further review enhanced Social Value based on the 2021 report into public procurement produced by the Future Generations Commissioner. The pilot programme aims to test a number of tools / methodologies of analysis (e.g. the Themes And Outcomes model developed by the independent 'Social Value Portal' with input from the WLGA) and consider if there is further best practice that can then be integrated into our procurement model. It is anticipated that the pilot project will finish at the end of this year with recommendations to be taken forward for review and consideration. The steering group for the pilot program is led by Commercial Services and includes representatives from Corporate Building Services, Highways and Transportation, City Centre and Planning including the Council's Community Benefits team. In addition to the inclusion of community benefits and social value clauses in our contracts, we have also been working to ensure that potential contractors have policies to consider issues such as Modern Slavery, Equal Opportunities, the Welsh Language and Safeguarding.

Our Community Benefits Policy has built upon the success of our Beyond Bricks and Mortar initiative which has realised social value through construction and regeneration activity to encompass all Council procurement projects. Our Beyond Bricks and Mortar Team and our Corporate Procurement Team have worked to identify the community benefit requirements of all Council projects, with

procurement forming part of the Council's sustainability risk assessment, thereby helping to set appropriate targets that focus on recruitment and training, supply chain initiatives, the Welsh Government community benefit tool and other community benefits. During 2021/22, there were 21 projects with social benefit clauses and Beyond Bricks and Mortar criteria incorporated within their contracts and over 7,800 targeted recruitment and training weeks were created.

We have also revised our Constitution to place greater emphasis on using local suppliers to meet our need for goods and services and encouraging local companies to bid for certain projects and maximize the value of the Swansea Pound through the development of the Foundational Economy. The Council also took part in Welsh Government's pilot to develop the Foundational Economy, working on issues related to local procurement and focusing on the construction sector. Lessons learnt from the pilot included changes to the Council's overall procurement approach to ensure that small and local businesses can bid for Council contracts and increasing the money spent by the Council locally.

**Continue to embed a "Digital First" strategy so that citizens can access more Council services and information on-line.**

We have continued to implement our Digital First strategy to ensure that citizens can access Council services and information in a timely manner to suit their needs. During 2021/22 we have revised and updated our Digital First Strategy to take into account learning from the COVID-19 pandemic and new ways of working. The strategy lays out the roadmap for the next four years and draws on the Welsh Government, Central Government, and Local Government Digital Strategies.

The use of the website, online forms, online payments, and the new Customer Account has significantly increased in recent years, especially during 2020/21. The shift to digital channels continued to grow during 2021/22. The number of online payments and the number of forms completed online for fully automated processes has increased year on year, compared with pre-pandemic levels. Although the total annual number of forms completed online during 2021/22 was lower than the previous year, the number is still higher than the pre-pandemic total. The decline is to be expected and as a result of requests during the height of the pandemic where usual collection services such as libraries were closed.

Automation continues to help with routine tasks and staff capacity, e.g. customers accessing Education, Customer Services and Planning services are all using new automated processes for straightforward enquiries. This year we have continued to upgrade the delivery of Swansea Customers Accounts by enabling people to apply for free-school meals and uniform grants on-line. Our Oracle Field Services have developed an on-line process for people to book appointments for housing repairs and for tenants to provide feedback upon completion of work.

**Case Study 2: Robotic Process Automation (RPA)**

RPA and workforce automation is software that mimics the behaviours of humans in order to execute office-based work. Virtual employees are 'trained' on how to use systems and applications. Procedures are replicated in workflows and the virtual worker will execute them on demand or predefined schedule. RPA is available 24 hours a day, 365 days a year to complete high volume, repetitive, mundane tasks giving human staff the ability to focus on more complex tasks. So far we've achieved savings of 3.85FTE or around £128k - more than it cost to develop the platform. These time savings allow staff to carry out more meaningful tasks or allows us to avoid costs associated with having to draft in extra staffing. The process has helped the Welsh Translation team to process translation requests. This was an early 'proof of concept' process to prove the technology



and test the 'art of the possible'. Using the 'Déjà vu application', this is being used alongside the traditional human translation team to support the delivery of the demanding workload. We have also automated the ordering of recycling bags by residents using the 'Civica Flare' application. We have also updated Education's Special Educational Needs statemented pupil records automatically using CapitaONE records, saving over 600 hours in time and updated planning application software (Idox DMS) for the public to leave comments related to planning applications, saving the department 10 to 15 hours of work per week.

Our e-democracy project is progressing well and the Council Chamber in the Guildhall is now live. A review is being undertaken to map and forward plan CCTV and Ward WiFi. This year we have also developed a Breathing Space app – to help the Council support customers with debt across the Council and improved secure communication between social workers and foster carers as well as providing a digital solution for the entry and approval of daily recording information. We have also replaced contact centre kiosks for public self-service use, developed digital signage for the Grand Theatre and made a number of improvements to the Council website including improved search and accessibility tools and book and pay modules. The Council has continued to work with Swansea Bay City Deal partners. As part of the City Deal Digital Programme, we are working with partners to identify and target future infrastructure opportunities, starting with public assets and buildings. We are also working on the Internet of Things project to improve services to residents across Swansea.

**Promote Digital Inclusion and access online services by providing citizens with lifelong learning opportunities to undertake free computer courses and training.**

We have continued to promote Digital Inclusion and access to online services by providing a range of learning opportunities. During 2021/22 we used a blended learning approach to Digital Inclusion training and support. During this year there were 1250 unique learners registered on Lifelong Learning Courses including Digital Literacy, Essential Skills and Learning for Life. This year the Lifelong Learning Service (LLS) created a new event booking system and continues to offer a daily telephone IT Support service, which was introduced at the beginning of the pandemic. The telephone service supports residents to access online services and signposts individuals to other support organisations where required.

We have continued with our Get Swansea Online programme and basic Digital and IT courses to assist beginner and low-level learners, who may find accessing online delivery difficult. During 2021/22, 196 people participated in the Get Swansea Online programme. We have offered courses at entry level through to Level 2 for individuals wishing to achieve an accreditation or improve their Digital Skills for work and life. The Lifelong Learning Service (LLS) has worked with employability partners to develop bespoke Digital delivery courses and workshops to members of the public interested in developing their Digital skills to support employability prospects.

A number of Digital classes have also been delivered in the community to support people using their own tablets or devices to access services and improve digital communication and collaboration skills. We have also continued to offer IT equipment on a loan basis to individuals wishing to access our programme of learning. The loan scheme has been highly beneficial to individuals enabling access to learning opportunities, support and accreditation. Our LLS have also worked with our Employability Team, our Tackling Poverty Service and Third Sector Partners to support the distribution of refurbished lap tops and smart phones with pre-paid credit to vulnerable people in the community.

**Explore opportunities to collaborate with other local authorities and partners and share services, including back office, to save costs and improve services to citizens.**

We have continued to explore opportunities to collaborate to share services, save on back office costs and improve services. A regional partnership between Swansea Council, Carmarthenshire County Council, Pembrokeshire County Council and Neath & Port Talbot Council was successfully awarded the next round of Digital Transformation Funding to develop Internet of Things capability. The Digital programme aspect of the Swansea Bay City Deal continues to make good progress with partners taking part in a 5G workshop facilitated by Deloitte, and collaborating on a Connectivity Infrastructure Accelerator (DCIA) bid. In April 2021, the Digital Programme received endorsement from both the Welsh Government & UK Government. Work is ongoing in relation to updating and refining the Business Case and the latest updated version was presented to and endorsed by the SBCD Digital Infrastructure Programme Board in April 2022.

### Case study 3: Major digital boost for Swansea's 'smart city' vision

Swansea's vision to become a super-connected 'smart city' is picking up pace, thanks to a multi-million pound funding boost. The UK Government and Welsh Government approval of the £55 million Swansea Bay City Deal digital infrastructure programme means Swansea can further build on significant connectivity improvements made in recent years. City Deal investment will help Swansea Council introduce full-fibre connectivity in business parks and areas of the city centre. This will help businesses make the most of latest digital technologies, while helping mobile users stream content and access information quicker. A long-range, open access wireless network will also help make the most of the 'Internet of Things' by connecting technology such as sensors to the internet, which will enable better decisions and improved efficiencies. This could accelerate the use of sensor technology in Swansea to improve traffic flows, monitor when bins need emptying or highlight when elderly or vulnerable people need help at home. Swansea Council could also use City Deal funding to boost the take-up of broadband voucher schemes in rural communities which would give households and businesses there better internet connection.

### **Undertake targeted and effective engagement to develop more collaborative and partnership working with the third and private sectors to achieve the Council's and shared priorities and outcomes.**

Data from the Third Sector Data Hub, WCVA showed that there over 2,100 voluntary and community organisations operated in Swansea during 2021/22 and that 28.5% of residents in Swansea reported that they were volunteers. We have continued to support and build upon our work with the Third Sector through our Compact Liaison group. The Compact Liaison Group is comprised of relevant Council Officers and representatives of the Third Sector. The Group is not a decision-making body but reviews and advises on policy issues affecting both the Statutory and Third sector. During 2021/22, the Compact Liaison Group played a key role in the development of the Council's Achieving Better Together programme by supporting the development of Volunteering toolkits, infrastructure and training. As part of the arrangements, the Council have administered a large number of grants to Third Sector organisations to support community based services, resources, such as grants for Food Poverty, Period Dignity, Mens' Sheds, community based events such as Winter of Well-being and Summer of Fun and provided grants to support services for Children, Young People and their families, Carers, Victims of Domestic Abuse and people living in Rural areas.

### **Review work with communities, organisations and 'friends' groups to encourage and enable greater community ownership of assets and services and to ensure their long-term sustainability.**

We have continued to work with communities, organisations and ‘friends’ groups to encourage and sustain greater community ownership of assets and services. There are currently 37 constituted Friends of Parks groups registered with the Council. The network of volunteers is a far-reaching and invaluable asset. Friends groups commit to promoting inclusive practice through their constitutions. Adults of all ages participate and also provide opportunities for children and young people. Vulnerable groups are also supported to participate (e.g. City of Sanctuary working with Friends of Ravenhill Park). There are currently approximately 630 volunteers who help run the 40 community buildings across Swansea East, Swansea West and the city centre.

Community Asset Transfers have been successfully undertaken in all three electoral constituencies across Swansea; Swansea East (Jersey Park Bowling Pavilion; Trallwn Sports Pitch and Pavilion), Swansea West (Gwent Amateur Boxing Club; Green Space at Y-Llwyni) and Gower (Graig Y Coed Playing Fields; Underhill Park). We have also entered into a Charter with Community / Town Councils (C/TC) which sets out the way in which they aim to work together for the benefit of local communities whilst recognising their respective responsibilities as statutory bodies.

**Respond to the Local Government & Elections Act 2021 and continue to modernise public engagement in local democracy and Council decision making through accessible meeting times, web broadcasting, electronic voting and e-petitions.**

During 2021/22, we have been working to implement the new duties on Local Authorities, as a result of the Local Government and Elections (Wales) Act 2021. Preparation work undertaken has included raising awareness and understanding of Part 6 of the Act, reviewing best practice on self-assessment, establishing a self-assessment steering group and establishing a corporate approach to self-assessment. We have also held Briefings with both Scrutiny and the Governance and Audit Committee on the new performance requirements. As a result of the Local Government and Elections (Wales) Act 2021, we have amended the Council’s Constitution to reflect change in the terms of reference, role and memberships and name of the Audit Committee to Governance & Audit. During 2021/22, we also established the South West Wales Corporate Joint Committee and held two meetings – as required by the new legislation.

We have continued to work towards modernising public engagement in Council decision making. The Local Government & Elections (Wales) Act 2021 along with earlier Covid Regulations allowed all meetings to be held remotely during 2021/22. They are working well and developments are underway in the Guildhall Council Chamber and also in the Gloucester Room, which will be a significant step forward to assist with the Council’s commitment to multi-location meetings. Hybrid meetings have enabled both councillors and members of the public to participate in meetings when they are unable to be in physical attendance in the building i.e. whether for covid or other reasons. eVoting has been established for Council and for Cabinet Meetings (it is not required for the other Committees given their relative small size). Preparation for the creation of ePetitions has been undertaken and will be enacted as of May 2022. Public engagement has been encouraged with public questions at Cabinet, Council and Scrutiny. We have also put in place arrangements to extend voting for 16 to 17 year olds and qualifying foreign citizens. We are also preparing to develop a public participation strategy and work is underway in relation to an e-petitions scheme both of which will facilitate wider public engagement.

Overall, there is good evidence of effective work programmes, scrutiny meetings and activities, good levels of Councillor engagement, positive feedback internally and externally and increasing media coverage and public involvement. Cabinet Members have been held to account through a range of activities through the Scrutiny Programme Committee, Task & Finish Inquiry Panels, ongoing Performance Panels, and one-off Working Groups, including pre-decision scrutiny, with

recommendations made to Cabinet Members through letters and reports. The work of Scrutiny is transparent and accessible. Scrutiny agenda packs are available on the Council's 'agenda and minutes' webpage. Also, there are all scrutiny letters sent to Cabinet Members following meetings and responses.

**Continue to strengthen the Welsh language service and language services generally offered by the Council by providing basic language training for front-line staff.**

In June 2021, the Council published its annual Welsh Language report, highlighting examples of good work achieved alongside recommendations to strengthen Welsh Language promotion and compliance across the Council. Work has also been undertaken in relation to the development of a proposed framework for Welsh Language and we have recruited a Standards Officer to lead on promoting the Welsh Language and work with the Welsh Language Commissioner. We have established a Welsh Language Training Group which has identified training needs in support of the Welsh language. This has included the development of a mentoring scheme to support Welsh learners. Courses have been run at Mynediad Level 1 (years 1 and 2) and Sylfaen level 2 (year 1). During 2021/22, we also ran introductory "Taster" session has been run to encourage future participation and work is underway in relation to assessing the potential for "face to face" courses for non-IT User front-line staff. We have also continued to promote the Welsh Language and reviewed the Council website to improve access to information, online forms, and payments for residents and ensured the information is available in Welsh and English.

**Make community budgets available so that local people can decide together with their representatives what their local priorities are.**

During 2021/22 each Ward Member had a Community budget of £10,000 per annum to support the delivery of small local measures that are a priority for individual Councillors and their local community but are not funded by any other Council budgets. The scheme provided each Councillor with a budget currently set at £10,000 per annum and has been divided equally between all 72 elected Councillors to use on supporting initiatives within their Ward. Examples of work carried out include repairs to bus shelters, donations to their local schools or community charities, the installation of defibrillators in public places, repairs to minor footpath or road improvements, floral displays, tree planting, re-instating or providing extra street lights as well as a range of equipment in local parks.

**Provide the opportunity for local citizens to influence how policies are written and services are delivered through the development of a Corporate Co-production Strategic Framework and a revised Consultation and Engagement Strategy**

A draft revised Consultation and Engagement strategy has been produced; however consultation is ongoing in relation updating the strategy to reflect the lesson learnt from COVID-19. The strategy was informed by the Recovery and Future Generations Policy Development Committee and is closely aligned to the Council's Corporate Framework on Co-production. Good progress has been with the development and implementation of the Council's Regional Co-production strategy developed for Social Care. Work in underway to build upon this approach and to secure funding from the Economic Recovery fund to further develop our corporate approach to co-production and build capacity across the organisation.

We have continued to support public engagement in decision making through public questions at Cabinet, Council, Scrutiny and Policy Development Committees. The majority of Council meetings are open to the public and anyone living or working in Swansea can suggest a topic for scrutiny.

There are also opportunities for anyone to suggest questions, and submit views. We have a good social media presence and publish a monthly e-newsletter as well as maintain a public blog, improving public information and awareness of scrutiny and making it easier to connect with us.

The Consultation and Engagement Strategy is due to be adopted in the next few months which, when adopted, will provide services with greater clarity on the principles they need to follow when undertaking consultation and engagement. This should result in more opportunities for the public to shape council services and policies. During the coming 12 months we will work with Co-production Wales to develop and deliver a co-production strategy that can be adopted by all services. When adopted the strategy will provide clarity and opportunities to work with communities and groups in developing policies and services in a co-productive way.

### 3. What and how can we do better (now and for the long-term)?

Although good progress has been made with the delivery of our Transformation and Future Council priority, there remains a number of areas for improvement and development. The increase in demand for public services has resulted in an increase in demand for customer services. Although our Digital programme and the increased use of automation has produced some efficiencies and greater capacity, customer demand and the complexity of demand is increasing. The average number of calls and emails through the Council's call centre received per month during 2021/22 was over 15,000 and 6,000 respectively – an increase on the pre-pandemic levels. Responding to the pandemic has diverted resources to new activities and supporting customers in different ways. There is a need to review customer service delivery and standards and accelerate the development of a multi-skilled customer service team. Some customers still need support in using on-line channels and the development of Community Hubs across Swansea is a key priority over the coming year. Although the delivery of our Digital programme has made good progress as evidenced in relation to meeting key performance indicators and demonstrating greater efficiencies, challenges still remain in relation to staff capacity and staff retention in a highly competitive market. We also need to review the design and accessibility of online services, not only those belonging to the Council but nationally and those of our partners. Online services need to be easy to use for our residents, otherwise this increases demand into the Council's contact centre and libraries from people face-to-face and over the telephone. The aim would be to involve feedback from our service users in this review.

Looking to continuously improve, we will explore ways in which technology and automation can provide greater back-office efficiency, enhanced user experience and a more modern working environment for our workforce, both employee led and manager led. Our investment in the Oracle Fusion product for HR, Payroll and Finance functionality needs to be strategically reviewed and maximised where possible to ensure value for money and digital progress as the world of work continues to evolve and adapt. Providing all workforce groups with access to digital content relating to their employment is a future priority, as is a revised attraction and recruitment tool that enables us to promote Swansea as an employer of choice through a modern and tailored application process.

The Service Centre manually processes over 4000 workforce related changes each year, and recruitment activity has doubled to 1600 new hires per year since 2021. Improving electronic workflow, automation and licensing authority will enable us to reduce manual intervention and transform our service from a processing centre to a systems development function where monitoring, auditing and shaping the platform will provide value adding activity for the benefit of the workforce and our suppliers.

Our Workforce and Organisational Development strategy needs to address the recruitment and retention of staff in key areas which are critical to the future transformation and development of the Council. The Scrutiny Inquiry into Procurement that took place in 2021/22 found that good progress had been made but identified challenges still remain in terms of developing the approach to cover all areas of the Council’s procurement. More information on this can be found in Part 2 of the Review.

4. Conclusion - the extent to which the Council is exercising its functions effectively

A review of the evidence in relation to whether the Council is exercising its functions effectively in relation to its Transformation & Future Council priority suggests that it is owning its ambition.

<i>Well-being Objectives</i>	<i>Getting started</i>	<i>Making simple changes</i>	<i>Being more adventurous</i>	<i>Owning our ambition</i>	<i>Leading the way</i>
<i>Transformation &amp; Future Council</i>				x	

This means that the Council is stepping out of a ‘business as usual’ mind-set and acting to change how things are currently done. It is signalling early progress to wider change with more parts of the Council and organisations becoming involved. The Council is taking more well-managed risks, reaching out to other sectors to make progress and collaborating on funding or staffing. The Council defines its approach as ambitious and staff work across sectors and help influence change.

We came to this conclusion because:

*Progress meeting the steps to deliver the Well-being Objective*

Overall good progress has been made with the delivery of our Transformation and Future Council priority. Our Achieving Better Together programme has achieved a high level of assurance from our Internal Audit and the majority of aligned plans and policies such as the Workforce and Organisational Development plan are making good progress and are on target.

Our Digital programme has enabled the transformation of many customer transactions and the delivery of services, ensuring our residents can access information and services in a timely and efficient way, at a time and in a place which suits their needs. The increased use of automation for standardised procedures has created additional capacity, freeing up staff time and resources. Our Digital Inclusion programme offers support to a range of different customers in different ways and settings to ensure that as many of people can benefit from the digital transformation of our services. Technology has also transformed our workplace, affording some employees greater agility in the workplace and the benefits from remote working, closer to residents and the communities they serve. This change has also enabled some employees to have a better work/life balance and or help with caring responsibilities and thus contributing to greater overall employee retention.

Overall, the Council put in place good arrangements to supports it workforce during the pandemic and through recovery. Scrutiny identified a number of examples of good practice in terms of supporting the well-being of staff through the expansion of the Helping Hands service, the development of Mental Health First aid tool kits and other preventative measures, which are currently being revised and tailored to other specific sectors of the workforce such as Education and Schools. Good progress has also been made with the development of the Workforce and Organisational Development Strategy, the establishment of issue based working groups e.g.

Equalities and investment and the restructuring of Human Resources, Organisational Development and Occupational Health functions.

During 2021/22, a detailed Scrutiny Inquiry into Procurement concluded that the Council's approach to procurement was good and had not only built on many years of good practice, such as the award winning Beyond Bricks and Mortar, but had also evolved to incorporate new sustainable procurement principles and had taken into account wherever possible wider Social Value Benefits and other potential benefits such as the Foundational Economy.

- See Part 2 – Areas for Continued Improvement

*Contributing to the achievement of all the national well-being goals.*

The Council is working to maximise its contribution to the national well-being goals when meeting its Transformation & Future Council well-being objective:

- *A prosperous Wales* – Supporting and training the Council's workforce to deliver transformed services that provides the most sustainable outcomes for residents.
- *A Resilient Wales* – The Managing the Present and Shaping the Future, Swansea Council – From Recovery to Transformation Strategy underpins our recovery from Covid-19 and aims in order to transform services, deliver better outcomes for residents and achieve financial sustainability with reduced carbon footprint.
- *A Healthier Wales* – Encourage greater community ownership of parks and work with 'friends of parks' organisations to ensure the long-term sustainability and control of parks and public spaces.
- *A more Equal Wales* – Providing the opportunity for local citizens to influence how policies are written and services are developed through the development of a co-production strategy.
- *A Wales of Cohesive Communities* – Making community budgets available so that local people can decide together with their representatives what their local priorities are.
- *A Wales of vibrant culture and thriving Welsh language* – Continuing to strengthen the Welsh language service and language services generally offered by the Council by providing basic language training for front-line staff.
- *A globally responsible Wales* – Continue to modernise public engagement in democracy and Council decision making through accessible meeting times, web broadcasting, electronic voting and petitions.

*Working sustainably when taking steps to meet this Well-being Objective:*

The council is working sustainably in line with the following five ways of working when meeting its well-being objective to safeguard people from harm:

- *Addressing long-term challenges.* Our Achieving Better Together programme has moved from the 'refocus' phase of the programme, looking forward to meet internal and external challenges in the longer term. The development of our Workforce and Organisational Development Strategy the Council aims to address the predicted long term needs and gaps in the workforce and how this can be addressed. The Council's procurement work aims to find ways to support and nurture the local supplier community so it resilient in the longer term. Our digital programme aims to deliver more digital projects that help residents access services 24/7 through digital channels, whilst supporting the most vulnerable in the future.

Our approach to the Welsh Language aims to increase the number of Welsh speakers and promote the use of Welsh both across the Council and in communities by 2050.

- *Preventing problems from occurring or getting worse.* Our Achieving Better Together programme aims to prevent problems from escalating and has been designed to ensure the long term resilience and delivery of Council services. The development of our Workforce and Organisational Strategy has also been designed to anticipate workforce planning challenges e.g. recruitment and retention. Our Digital Inclusion approach aims to support residents get online and access a range of services and information at an early and prevent problems from escalating.
- *Integration – joining things up and avoiding duplication / conflicting priorities.* Our Achieving Better Together programme adopts a corporate cross-cutting approach to change and transformation and has not been developed in silo. The development of our Workforce and Organisational Development Strategy has been undertaken by working across all Directorates and has taken a corporate holistic view of the workforce, internal and external environments, partners and regulators. There is a close correlation many of the steps to deliver both the Council’s Corporate Plan and the Strategic Equality Plan. Our Digital programme flows from the Digital strategy which places technology as a key enabler of integration, reusing technologies across multiple services, resulting in economy of scale and avoiding duplication.
- *Working in partnership with others.* Our Achieving Better Together programme aims to learn from the best practice of other organisations and many of the projects involve multiple partners to deliver integrated outcomes. We have worked other local authorities and the Welsh Government to establish the South West Wales Corporate Joint Committee to bring coherence to regional governance and deliver regional functions, including strategic development planning, regional transport planning and to promote economic well-being.
- *Involving people.* Our Achieving Better Together programme takes a user-centred design approach wherever possible, so that services reflect the needs of residents and / or staff. The development of our Workforce and Organisational Development Strategy has involved a wide range of staff, Trade Unions, Senior Managers and Councillors. Our procurement work has included a series of consultations with potential external suppliers to revise and develop our approach to procurement and relevant policies and guidelines. During the development of our Strategic Equality Plan we sought to involve people that reflect the diversity of our communities including those with protected characteristics.

### **Consultation outcome**

The council undertook a survey of the public, local businesses, Council staff and trade unions in 2021/22.

There was a low response rate to the survey – under 100 responses - despite the Council doing its best to publicise the survey, including sending direct emails to stakeholders. The low response rate to the survey might have affected confidence in the results.

Respondents were asked to what extent they agreed or disagreed that Swansea Council as a whole does its job effectively?

Almost 40% of respondents (39%  $n = 26$ ) agreed that as a whole Swansea Council did its job effectively. However a similar proportion 39% ( $n = 11$ ) disagreed that Swansea Council did its job effectively. A further 21% ( $n = 15$ ) neither agreed nor disagreed as to whether they thought Swansea Council did its job effectively.



Respondents were asked to what extent they agree or disagree that the Council has been is making good progress towards meeting its objectives; safeguarding people from harm, improving education and skills, transforming our economy and infrastructure, tackling poverty, maintaining and enhancing Swansea's natural resources and bio-diversity and the transformation and future Council development.

The largest proportion of participants agreed that we had made good progress in relation to transforming our economy and infrastructure (42%  $n = 30$ ), followed by maintaining and enhancing Swansea's natural resources and bio-diversity (38%  $n = 27$ ), and safeguarding people from harm (34%  $n = 14$ ). Almost a third of participants (32%  $n = 23$ ) thought that the Council has made good progress in relation to improving education and skills and just under a quarter (23%  $n = 16$ ) thought the Council has made good progress with transformation and the future Council development. The smallest proportion of people (20%  $n = 14$ ) thought that the Council had made good progress with tackling poverty.

#### Areas for continued improvement

- Look for ways to improve the consultation and engagement process and improve response rates for the annual self-assessment.

#### **Conclusion to Part 1**

The Council is effectively delivering its functions. The evidence in Part 1 of this assessment shows that the extent to which it is delivering its functions is that it is **owning its ambition** in the delivery of its well-being objectives, which are the councils key priorities for delivery. This means that the Council is stepping out of a 'business as usual' mind-set and acting to change how things are currently done. It is signalling early progress to wider change with more parts of the Council and organisations becoming involved. The Council is taking more well-managed risks, reaching out to other sectors to make progress and collaborating on funding or staffing. The Council defines its approach as ambitious and staff work across sectors and help influence change.

## Part 2 – How the Council uses its Resources

The Council has a duty to the public to use its resources wisely. This means making economic, efficient and effective use of the resources at its disposal. In other words, providing value for money to the public; but it also means doing so in a way that is fair and sustainable so that services are available to all without compromising the needs of future generations.

When we talk about the ‘resources’ that are at the Council’s disposal, we are generally referring to the Councils budget, its workforce and its other assets, such as buildings. The Council is using its resources economically, efficiently and effectively when:

- It is minimising the resources used (Economic).
- The intended results correspond to the actual results (Effective).
- There is a positive relationship between the resources used and outputs / outcomes, i.e. both the economic and effective criteria are met (Efficient).
- There is equitable access to services and needs are met without compromising the needs to future generations (Equity and sustainability).

These resources are used through the following areas:

- Financial Planning.
- Workforce Planning.
- Procurement.
- Performance Management (and benchmarking).
- Asset management.

This part of the Annual Review of Performance is an assessment on the extent to which the Council is using its resources economically, efficiently and effectively. It will do so by critically reviewing and evaluating how these resources were used through financial and workforce planning, procurement, performance management and asset management. Part 1 of this assessment, which looks at how effectively the Council is delivering its functions, is also a measure of the effective use of resources, i.e. the extent to which the intended results correspond to the actual results and should also be read as such.

### How well and we doing and how do we know?

The Council undertook a self-assessment and assurance of the effectiveness of its use of resources and governance arrangements in place. The assessment looked at what arrangements were in place during 2021/22, how effective they were and the evidence.

	<b>Evidence &amp; effectiveness of delivery</b>	<b>Extent of evidence &amp; effectiveness</b>
1	Not in place	No evidence of effective delivery.
2	Limited application and effectiveness	Some evidence of application, but the effectiveness of delivery is limited.
3	Mixed Application and effectiveness	Mixed evidence of effective application, with some good evidence and some gaps in application or evidence.
4	Strong Application and effectiveness	Clear evidence of effective application.
5	Embedded	Clear evidence of effective and embedded application

## The use of resources – strategy and vision

The Council’s self-assessment tested whether there is sufficient strategic planning in place to ensure the effective use of resources.

<b>Criteria</b>				
There are comprehensive plans / strategies in place for workforce, finance, procurement and assets. These plans are sustainable and contribute to the Council’s objectives.				
<b>Self-assessment</b>				
<b>1. Not in place</b>	<b>2. Limited Application and effectiveness</b>	<b>3. Mixed Application and effectiveness</b>	<b>4. Strong Application and effectiveness</b>	<b>5. Embedded</b>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

### Evidence

The Council has a Corporate Plan, which describes the Council’s six well-being objectives. The well-being objectives are the Council’s key priorities and are aimed at maximising the Council’s contribution to the national goals set by Welsh Government and to improving the well-being of the people of Swansea in a way that is sustainable and meets the needs of local people without compromising the interests of future generations.

The Council has a complimentary set of financial plans, including the Medium Term Financial Plan, Revenue Strategy and Capital Strategy, each aligned to providing a sustainable budget and revenue cash limits for directorates and services to deliver the Corporate Plan over the short, medium and long term. These then align to departmental service plans for delivery of the services to meet the objectives of the corporate plan – See Financial Planning section below for further details.

The Council developed a new Workforce Strategy for 2022 to 2027, which accounts for corporate and service level plans, council vision and key objectives. The strategy has been developed taking into consideration the requirements of the Well-being of Future Generations Act and the Council’s Achieving Better Together Transformation Plan to support a workforce that is fit for the future and has the capability and capacity to deliver the Council’s objectives. The workforce strategy will be monitored and reviewed for effectiveness against objectives following roll-out from April 2022 – see Workforce Strategy section below for further details.

The Council’s Procurement procedures follow the relevant rules set out in constitution. Sustainable procurement principles as set out within the revised Wales Procurement Policy Statement issued in March 2021 underpin the Council’s procurement practice. The Council’s procurement strategy was reviewed for effectiveness against intended objectives at scrutiny during 2021/22 – see Procurement section below for further details. The Council has an adopted Asset Management Strategy. Collaborative working is an increasing feature of how we manage our estate. The Local Property Board enables public bodies to work together to find solutions that safeguard assets for the benefit of our communities in the long term.

## Financial Management

Criteria				
There are robust mechanisms in place to deliver the budget with strong and effective budget monitoring and control.				
Budget setting and savings proposals are monitored to identify any adverse impact, including adverse impact on equality and on the well-being of current and future generations.				
Self-assessment				
1. Not in place	2. Limited Application and effectiveness	3. Mixed Application and effectiveness	4. Strong Application and effectiveness	5. Embedded
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

### Evidence

Budgets are set at Council each year following an extensive budget setting process, which includes widespread public consultation. The Revenue and Capital Budgets for 2021/22 were approved by Council on 4<sup>th</sup> March 2021. They continued to set out an ongoing ambitious programme of approved capital spending plans and future capital spending plans sustained by unsupported borrowing. At the time, there was continuing uncertainty surrounding the ongoing impact from COVID-19 on the scale of additional spending, the loss of income, and the funding arrangements for reimbursement in part, or in full, that the authority faced in responding to the pandemic.

The Revenue and Capital Budgets for 2022/23 were approved at Council on 3<sup>rd</sup> March 2022 where the unsupported borrowing to fund the approved and future capital spending plans is now fully externalised at fixed rates for up to 50 years de-risking general fund exposure to future interest rate movements, though of course future investment and borrowing decisions will remain exposed to the now much higher interest rate environment. Existing commitments would require only modest budget savings to be delivered to help facilitate that major capital investment and economic regeneration stimulus; these plans are likely to still be affected by ongoing ripple effects of COVID-19. New investment decisions, requiring materially more expensive borrowing, will be consequentially significantly harder to achieve at the same time as the outlook for public finances in real terms, after inflation, has deteriorated very rapidly.

Once set, the budget is then monitored at a number of governance and assurance groups, committees and meetings. At a corporate level quarterly budget monitoring reports are produced for the Council's Corporate Management Team and Cabinet. These budget monitoring reports are scrutinised by senior management at monthly Performance & Financial Monitoring Meetings, at the Council's Service Improvement & Finance Scrutiny Performance Panel and at Governance & Audit Committee. Rigorous spending controls are in place as part of budget monitoring arrangements to contain, reduce, defer and delay spending as far as possible, having due regard to the existing agreed budget and political priorities to nonetheless seek to limit service overspending and take corrective action.

The quarterly budget monitoring reports in 2021/22 consistently identified some service revenue budget overspends at year end, driven especially by Covid spending, albeit reducing throughout the year. Towards the year-end the pace and scale of reimbursement of costs and lost tax and service income from Welsh Government became increasingly clear and as a result at several verbal updates on third quarter position to Cabinet, Council, Governance & Audit Committee and scrutiny panels,

the S151 Officer advised an overall significant outturn underspend was expected. Total service underspending has now been confirmed (at just over £41m) and is an extremely good outcome. The net overall underspend at year end is the result of both the services forecast and planned underspending together with a number of late additional funding streams from the Welsh Government including Revenue Support Grant, Council Tax shortfall funding and the Cost of Living Support scheme for 2022-23 as a one off contribution which the two latter are included as part of "One off corporate costs/income".

Decisions on budget savings are taken by Cabinet and Council irrespective of the officer advice, which is weighed by Members when making decisions. Budget savings are subject to consultation with trade unions, staff and the public. All savings are documented, directorate budgets are frozen and savings are highlighted in officer financial advice. Savings targets are monitored and reviewed at the Reshaping and Budget Setting Board established as part of the Council's Achieving Better Together transformation strategy. In addition, monitoring and reviews at monthly Performance & Financial Monitoring meetings identify any issues with savings or income generation and puts corrective action in place. During 2021/22, as a result of COVID-19, the Council dis-continued the use of a tracking mechanism in order to monitor progress against the specific savings proposals contained within service and overall budgets proposals. The tracker was not completed during the various lockdowns and emergency response to the COVID 19 pandemic as part of pragmatic and practical reprioritisation of essential work (focus on outturn, closure, statement of accounts, maintaining supply lines for payroll, accounts payables, receivables and distribution of emergency grant aid). It is clear however that some additional compensating savings were made in year where specific savings had been delayed or had not been achieved. In addition, all directorates underspent in 2021/22 at outturn and so equal or equivalent value savings were delivered including some specifics. Savings tracking and the review of effectiveness will recommence in 2022/23.

Local Authorities have a corporate responsibility to operate within available resources and to remain financially sound over the short, medium and longer term. One of the key tools available to Authorities in managing its affairs is the creation and use of both General and Earmarked reserves to assist in delivering services over a period longer than one financial year. Borrowing and unplanned use of reserves is kept to a minimum in line with good governance. The Chartered Institute of Public Finance and Accountancy (CIPFA), via the Local Authority Accounting Panel, issued a bulletin in July 2014 (LAAP 99) intended to give guidance to Local Authorities on the management and review of reserves; this bulletin is considered best practice in terms of Local Authority financial administration and effectively must be followed. Within the existing statutory and regulatory framework, it is the responsibility of Chief Financial Officers to advise Local Authorities about the level of reserves that should be held and to ensure there are clear protocols for their establishment and use. Reserves should not be held without a clear purpose. It is the duty of the Chief Financial Officer to specifically report on the robustness of estimates and reserves when the Council considers its budget requirement; as such the Revenue Budget approved by Council in March 2021 made specific references to the adequacy of reserves at that time. Notwithstanding that specific statutory requirement, it is the duty of the Chief Finance Officer to regularly review the position regarding available reserves. This is monitored through Corporate Management Team, Cabinet, Governance & Audit Committee and Scrutiny as part of corporate overview when reporting on budgets and the Medium Term Financial Plan. In addition, any changes to reserves is reported through the appropriate committee / Cabinet.

The written report on the Review of Reserves was presented to Council on 7<sup>th</sup> October 2021, which provided a strategic and focussed assessment of the current year's financial performance and an update on strategic planning assumptions over the next 3 financial years. The conclusion of the Statement was that the Council could potentially struggle to deliver within the overall resources

identified to support the budget in 2022/23 and beyond unless the local government settlement was much enhanced and preferably multi-year. The quantum was duly confirmed much enhanced by March 2022 and pleasingly was a three year settlement albeit heavily front loaded then dropping off significantly. The effects of this significant dropping off in cash terms will be magnified substantially by much higher than expected inflation, higher than expected pay awards, higher borrowing costs, and potentially fixed or now even lower cash support from government. The likely projected outturn was dependent upon the ability of the Council to reduce and restrict ongoing expenditure across all areas, its ability to recover expenditure and lost income from Welsh Government and continued reliance on active capital financing strategies to maximise the short term savings to enable the capital equalisation reserve to be bolstered for the medium to long-term, recognising the major future capital commitments already irrevocably made by Council decisions on the size of the capital programme and associated borrowing.

The report to Council in October 2021 reviewing reserves proposed no additional transfers, at that time, between reserves to those highlighted in the quarterly monitoring reports. Based on the net Revenue position arising out of the actual final outturn position, however, the equally fully planned substantial continued underspending on capital financing and contingency, central inflation and other corporate items including additional Welsh Government Covid grants has enabled sums to be added to the recovery reserve, the capital equalisation reserve, the general reserve and some to be carried forward once again on contingency, which is a prudent way of planning for and addressing some of, the future certain increased costs of financing the ambitious mid-term capital programme and the uncertainty of COVID-19. The Section 151 Officer in the same report stated that it was his opinion that there is no scope within General reserves to fund any additional expenditure of the Council given the current risks facing the Council in terms of ongoing spending pressures, inflation and the uncertainty of the real terms value of future Welsh Government funding streams. That means that all spending must otherwise continue to be wholly contained within existing budgets or met by the specific and already very substantial earmarked reserves set up as part of the outturn report.

All budget proposals and budget savings are subjected to an Integrated Impact Assessment and there is extensive consultation with the public, trade unions and council staff. Integrated impact assessments (IIAs) are a legal requirement within both the Equality Act (Public Sector Equality Duty and the socio-economic duty), the Well-being and Future Generation Act 2015 Welsh Language (Wales) Measure. The IIA assesses budget and savings proposals to examine whether there is a risk that they would affect any person or persons adversely. Swansea Council's IIA has been enhanced to take into account other key issues and priorities, such as poverty and social exclusion, community cohesion, carers and the United Nations Convention on the Rights of the Child (UNCRC) and Welsh language.

It is known from previous years that, due to the scale of budget reductions, those with protected characteristics are likely to be affected. In assessing the impact of the budget proposals, the Council continues to attempt to ensure that any effect is not disproportionate and that there is a continued focus on mitigation wherever possible. In this context the following should be noted: where IIAs show potential significant impact with no possible mitigation, these proposals are referred for further consideration; for those IIAs where potential significant impact has been identified and mitigation has been possible, the associated action plans are monitored and reviewed. The Council continues to deliver a wide range of services for all the citizens of Swansea. Many of these are of particular benefit to the areas covered by our IIA process. The Council is committed to protecting the vital frontline services that matter most to the people of Swansea, tackling poverty and looking after the most vulnerable in our communities. The Council will continue to do everything it can to meet this challenging commitment given the financial constraints it faces. However, services may be

provided in a different way in line with the ‘Swansea – Achieving Better Together’ transformation strategy.

#### Areas for continued improvement

- Continue to contain, reduce, defer and delay spending as far as possible, having due regard to the existing agreed budget and political priorities to nonetheless seek to limit service overspending and take corrective action.
- Re-establish tracking (suspended as a result of Covid) to ensure that savings targets are monitored and reviewed at the Reshaping and Budget Setting Board established as part of the Council’s Achieving Better Together transformation strategy.

#### **Procurement**

<b>Criteria</b>				
The procurement strategy and approach seek to maximise the social, economic, environmental and cultural impact of spending decisions.				
<b>Self-assessment</b>				
<b>1. Not in place</b>	<b>2. Limited Application and effectiveness</b>	<b>3. Mixed Application and effectiveness</b>	<b>4. Strong Application and effectiveness</b>	<b>5. Embedded</b>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

The Council spends some £290 million a year on a diverse range of goods, works and services from our external partner organisations. The Councils response to Covid 19 not only met the challenge of sourcing essential PPE and other supplies effectively, working to support the Council’s care infrastructure – both our suppliers and workforce - and Neath Port Talbot Council, but also assisted departments in accessing Covid relief grants, prepared a large range of contract variations due to the massive disruption caused by Covid-19, and so supported our social care and regeneration throughout.

Important changes that assisted in responding to the pandemic, but which also create a more robust and sustainable service, include the a new low value self-service procurement process, with pack and guide for departments to self-manage low value contracts and the introduction of Docusign software, which (for example) enables electronic contracts to be issued and signed by suppliers direct. This has resulted in 24,000 less pages being printed in Commercial Services alone with associated benefits and enabled the critical continuity of service during the pandemic.

Sustainable procurement principles as set out within the revised Wales Procurement Policy Statement issued in March 2021 underpin the Council’s procurement practice. Procurement officers work with services at the earliest stages of the procurement process so specifications can be developed by managers that consider value-for-money on a whole-life basis (costs relating to maintenance, disposal and consumables are taken into account). This includes work undertaken on a Procurement Guidance Document on The Well-being of Future Generations Act and Procurement, which provides practical advice to staff ensuring they consider the Sustainable Development Principle at the earliest opportunity. Supplier Suitability Questionnaires also include a section on sustainability focusing on environmental issues, but also address equalities and safeguarding in addition to more traditional technical and economic criteria. This social value work, which includes a

focus on the development of local suppliers, is a key development piece for the Service and a new model of social value consideration is being developed, working with the WLGA and Welsh Government, with further details below.

Beyond Bricks and Mortar is an award winning initiative led by the Place Directorate, which secures social benefits from construction and regeneration activity across sectors in the City & County of Swansea for the lasting benefits of the community. Our Community Benefit Policy has broadened this approach to encompass all Council procurement projects. This makes the most of opportunities to achieve added value and to maximise contribution to the Well-being Goals as a result of public sector spending in Swansea. Additional steps have also been taken towards integrating a circular economy approach with a review undertaken with WRAP, working with Commercial Services.

The Council has modified its Constitution to place greater emphasis on using local suppliers to meet our need for goods, services and works by ensuring local companies are invited to bid for certain projects; and we have also sought to maximize the value of the Swansea Pound through the development of the Foundational Economy. The Council also took part in Welsh Government's pilot to develop the Foundational Economy, working on issues related to local procurement and focusing on the construction sector. A pilot approach to the design and specification of contracts for the Council has allowed small businesses to bid for public contracts and increase the amount of money spent locally by the Council. The pilot focused on changing the procurement approach for 3 construction based contracts; the learning from that process is being used to change the overall procurement strategy within the Council. The 'Foundations for Local Success' seeks to develop contracts with local suppliers to supply and install Solar PVs, supply and install air source heat pumps and undertake external environmental works.

Ongoing initiatives are being carried out in conjunction with the External Funding Programme Officer to encourage more local SMEs to tender for work for the Council. This entails speaking to local contractors to establish any perceived barriers to them tendering, splitting contracts into smaller lots to be more attractive and relevant to SMEs and simplifying documentation.

The Council is currently working to further embed the Well-being of Future Generations Act into all Council procurement. As an example, an exercise was carried out on the More Homes Parc yr Helyg contract to establish the distance from site of all the suppliers and sub-contractors that were utilised on the project; and we are working to review how we can further embed additional social value, creating an enhanced system to integrate such value. Whilst the Council seeks to give sufficient weight to biodiversity, natural environment and culture and health considerations, further consideration is being given to how this approach can be expanded in line with social value principles.

In addition to the inclusion of community benefits and social value clauses in our contracts, the Council has also been working to ensure that potential consultants and contractors evidence commitment to, and have company policies in-place for: Modern Slavery, Equal Opportunities, the Welsh Language and Safeguarding (Cohesive Communities). We have continued to host Meet the Buyer events and Swansea hosted the first virtual MTB event of its kind in Wales, paving the way for other Local Authorities to follow suit using the model that Swansea created with the Welsh Government funded portal for all procurement opportunities in Wales known as Sell 2 Wales.

The Council held a scrutiny inquiry into procurement during 2021/22. The inquiry looked into how the Council is meeting its duties under legal frameworks and to ensure it is working to procure locally, ethically and greenly whilst being cost effective and transparent in its processes. The Panel was satisfied that procurement is clearly built into the Council's recovery planning moving forward,



with its procurement activity aligned to the Council's key objectives. The inquiry did recommend that Cabinet develops a mechanism for measuring the impact of spending on policy commitments in relation to, for example, social benefit, local procurement, natural environment and climate change. It also recommended that Cabinet works with the Welsh Local Government Association to press the Welsh Government to develop ways for the impact of key national commitments to be measured across Wales and the sharing of procurement good practice across Wales.

The Inquiry recognised that a vast array of procurement activity takes place across the many Council services and therefore wanted to ensure that the Council is getting the best spend from the public purse. This should include not only value for money but in the quality of services or items we procure. The Panel were satisfied that part of the central procurement team's role was ensuring that value for money is achieved and that purchasing power is optimised between quality and cost when procurement activities are undertaken. The Inquiry was pleased to find that getting best value for money in procurement is not just restricted to getting the lowest price and that the Council evaluates tenders and quotations based upon set evaluation criteria that depend on each contract and that can be by price/cost, quality or by price/cost and quality.

The Inquiry highlighted the longer term and therefore unknown impacts of leaving the European Union on the cost and availability of materials as well as on the workforce locally, which have been compounded by the Covid pandemic; the Inquiry emphasised the importance of continuing to consider and monitor this risk.

The Inquiry considered that evidence suggests that in Swansea there is clear commitment to, and development of, the local economy with support for local suppliers being evident for a number of years. The Panel heard that the Beyond Bricks and Mortar initiative was developed back in 2009 with a view to securing added benefits from regeneration projects led by the Council. These take the form of community benefits derived from suppliers and are articulated through contracts. Such community benefits include identifying training opportunities and apprenticeships, the development of more local supply chains and wider community benefits, e.g. engagement with schools, colleges and participation in community events.

The Inquiry was told that the Council regularly reviews its processes so that it can get the balance right between probity and procedure and not having unnecessary barriers to some smaller contractors. The Leader, Councillor Rob Stewart told the Inquiry that the localism aspect will continue to be a key focus in order to ensure the monies we spend stay as local as possible and it is a key aspect of the Council's procurement strategy. The Panel heard about 'meet the buyer' events that are held to encourage engagement from providers on main Council contracts and to support market development. The Panel would like to see the number of open days expanded to encourage local firms to tender for council works and encourage supplier feedback. They also felt that the events could be done in a number of ways depending on the requirements of, for example, the contract and could include for example contract and/or trade specific events, roadshows and webinars etc. It was recognised that local businesses are not always aware of potential open days or events, so the Council needs to develop and maintain direct links with local businesses including developing appropriate communication channels to alert them of up-coming procurement opportunities. The Inquiry welcomed the new supplier guide for potential suppliers that has been developed to assist with the understanding of the Council procurement processes. The Inquiry heard that the Council has also updated its external website to improve supplier engagement and access to information. The Inquiry recognised the improvements made in this area but emphasised the need to continue to review documentation and contract design regularly to further encourage small and medium-size businesses to tender for council works.

Whilst excellent work is being done in Swansea in improving community benefit and local procurement, the Inquiry hoped pending changes in legislation will allow Councils to build upon this local procurement activity; that we consider how we work with the third sector, especially the smaller organisations, and the difficulties they may experience should be recognised and considered in our procurement process were possible. The Inquiry heard the regulation and policy relating to procurement is about to go through a period of significant change with an expected reform of the UK Public Contract Regulations; this may allow more flexibility for the Council to consider, for example, enhanced social value criteria. The Inquiry also heard that the impact of the UK Government's Procurement reform is currently an unknown factor; the published Green Paper indicated the removal of the light touch regime from the new rules, which may put additional pressure on the Council's procurement resources and that these should be reviewed accordingly.

The Inquiry heard Swansea Council is committed to 'A more equal Wales', this being a society that enables people to fulfil their potential no matter what their background or circumstance. The Equality Act 2010 requires purchasers to ensure they do not discriminate in the provision of goods or services. The Inquiry was reassured to hear compliance with the Act is embedded in all the Council's tender documentation and frameworks. This includes the frameworks used for contractors which set out clear requirements to evidence commitment to, and maintenance of, policies for both equal opportunities, as well as for community benefits/social value, modern slavery, Welsh language and safeguarding.

Evidence to the Inquiry suggests there is a Council vision in relation to environmental and ethical practice with aims and objectives within the Council's corporate plans, which are acted upon daily in departmental procurement activities. The Inquiry was satisfied that there was good environmental and ethical practice in place, which could be built upon and embedded further. This included considering how the Council's approach to social value, localism, biodiversity and the natural environment could be further integrated and expanded in line with key principles and the current Council pilot reviewing this matter; investigating how the impact of a contract's carbon footprint can be measured, and; increasing the use of nature-based solutions in the Council's procurement practice.

The Panel was pleased to see evidence that suggests the Council does indeed work across departments, with its partners and others in the pursuit of benefits from economies of scales, achieving efficiencies in the use of resources whilst in some cases being able to realise savings. The Inquiry were pleased to hear the positive comments from Swansea Council for Voluntary Service about how the Compact arrangements are becoming a strong forum for the third sector. The Inquiry wanted to see this expanded further and the good practice learnt shared and used elsewhere in the Council where appropriate.

The Inquiry were of the view that effective procurement needs a good framework for monitoring performance and measuring success essential for continuous improvement. The Inquiry was keen to see the information collected and then reviewed and used to continually improve.

#### Areas for continued improvement

- Respond to the recommendations made by the Scrutiny Inquiry into procurement - including a focus on enhanced social value considerations in procurement in line with new legislation that the UK and Welsh Governments are developing (once that legislation is published and its impact becomes known), to include considerations of sustainable development, development of the local supplier base and co-production activity, i.e. involving citizens in decision-making, and also a focus on any areas of non-compliance in procurement activity.

## Workforce Planning

Criteria				
A workforce strategy enabling a workforce that is fit for the future, flexible and resilient and with sufficient capability and capacity to meet current and future demands.				
Self-assessment				
1. Not in place	2. Limited Application and effectiveness	3. Mixed Application and effectiveness	4. Strong Application and effectiveness	5. Embedded
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### Evidence

Emergency structures were established and resources prioritised towards Covid-19 activities during the pandemic whilst also having to sustain many business-as-usual activities. Staff, in the main, have returned to their substantive roles as services have resumed although it is recognised that there may be a requirement for further workforce activities in the event of future Covid disruption.

A Workforce Working Group was established in 2021 to support the governance arrangements and review this, which culminated in reports presented in March 2021 and an update report in February 2022.

Prior to the pandemic Swansea Council had already begun the successful implementation of an agile working strategy. This enabled an almost seamless transition to working from home for the vast majority of staff during Covid. A revised agile working policy gives greater power to the employee to work in a flexible manner, whilst ensuring the needs of the business continue to be met. This is now informing decisions on the future accommodation strategy, which will continue to see a reduction in the office estate but ensuring flexibility to meet the needs of the evolving hybrid working model. The Scrutiny Working Group heard that staff who found this difficult were supported and that managers have retained regular contact with their staff through team and one-to-one meetings. Lots of information has been provided on working from home and up-to-date equipment has been provided. The Scrutiny Working Group were also pleased that information on how to claim money back from the tax office for working from home is made readily available to staff in various ways.

In the first nine months of the 2020/21 and up to December 2021, headcount and FTE had increased in all Directorates, mainly as a result of the pandemic. This included an increase in traineeship roles (especially in Waste Management), additional TTP (Test, Trace, Protect) and vaccination-line staff recruitment, school catering and cleaning staff and social care staff, including social workers; recruitment and retention in social services remains a challenge. The Scrutiny Working Group heard that a recruitment and development policy has been developed for Social Services, which is not just about pay but also about using different channels for recruitment, working on staff morale and offering a healthy work/life balance and flexibility.

The pandemic did not have any significant impact on the age or gender profile of the workforce. The age profile remains skewed to the 40 to 59 year age brackets; this will be addressed through the new workforce strategy. Excluding Chief Officers, Heads of Service, Soulbury and centrally employed teachers, 60% of posts are occupied by women, 40% occupied by men. The numbers in grades 5 and 6 are almost equal. The only grades with more men than women are Grade 7 and Grade 12 (but it is almost equal split).

The Scrutiny Working Group heard that the use of agency workers in some circumstances had increased during the pandemic. Officers stated that there will always be a need for some agency staff to cover sickness in essential services, but measures are being taken to reduce the numbers of agency workers and they will have the opportunity to apply for traineeship roles and other roles if they desire. The Scrutiny Working Group also heard that the Governance and Audit Committee has been assured that line managers are complying with the agency workers policy and that this is being regularly reviewed.

Specific dedicated resource is now in place to support managers in the management of sickness absence cases. The number of working days/shifts per full time equivalent lost due to sickness absence improved from 11.85 to 9.23 in 2020/21 but has increased to 12.66 in 2021/22 due to Covid and stress related absences. Additional resources has been provided to human resources & organisational development and occupational health to support and advise in managing sickness cases. During the pandemic the Occupational Health and Stress Management and Counselling services continued to be delivered remotely to support the workforce, in line with national guidance. The Scrutiny Working Group heard that the occupational health team is being strengthened with extra funding being made available.

The occupational health corporate action plan for 2022/23 aims to recruit more Helping Hands Volunteers across the Authority. In addition, they are working with the Education Directorate to provide a physiological support pilot, increased access to counselling, a specialist website and network of volunteers (Helping Hands Model) across all schools. It is also the intention to source Stress Management Advisors & Counsellors to deliver: mandatory Mental Health First Aid Training days for Managers per annum; Stress Risk Assessment sessions and reports; Employee Health and Wellbeing training days; a proactive range of prevention workshops and activities to reduce stress and improve employee wellbeing through the Helping Hands Service within available resources; Menopause Support Cafes; Health fairs per annum to improve wellbeing, awareness and provide signposting to specialist services.

During the course of 2021/22 a Staff Survey was undertaken. 993 people completed the survey providing a 14% response, which is 10% less compared with a 24% response rate last time. This drop in response rate could be the result of more staff working from home and feeling less connected to the Council. It could also be a result of workload issues as we recover from the pandemic. Measures to increase the response rate to future surveys will need to be explored. Meetings with the trade union representatives took place to discuss the low response rate to the survey and get their views on how this could be improved in the future. Staff were asked to rate their wellbeing before and after Covid: 57% said they were happy, contented, relaxed compared to 63% prior to Covid. The results also revealed: a huge shift to home working as a result of the pandemic, which is to be expected; that some measures need to be put in place to increase staff confidence in returning to work in the office/on-site; 96% compared to 92% in 2020/21 felt trusted to do their job. Overall the number of staff who state they have experienced harassment, bullying or abuse had decreased compared to the last survey.

The Scrutiny Working Group were also pleased to hear that human resources functions will be brought together under one Head of HR and Service Centre. The Workforce Strategy has 4 Key Themes and 9 Key Strands. Underneath each Strand there are a series of agreed activities with key milestones and success criteria identified. The Strategy contains a specific Strand on "Workforce Development" and progress has already been made on activities, such as the development of a coaching framework. A coaching framework has been developed to give opportunity for staff to undertake coaching and mentoring and help re-enforce good practice and development. The

Leadership Hub has been rebranded to “Let’s Talk” and offers staff an opportunity to hear from leaders and learn about leadership, values and behaviours in a safe environment. The Authority has co-produced training and development opportunities with Gower College and supporting the development of apprenticeships in areas across the council, to help grow our own workforce. The Scrutiny Working Group heard that the workforce strategy includes a specific Strand on “Equality in the Workplace”, which has seen the establishment of a Workforce Equalities Group to progress and deliver on improvements to workforce equalities issues. A further key strand on “Supporting our Workforce” will deliver on and monitor improvements to workforce wellbeing issues.

The Workforce Strategy has been developed following thorough consultation with elected members, leadership teams, Trade Unions and employees and has accounted for corporate and service level plans, council vision and key objectives. Following receipt of the Staff Survey results, Focus Groups were held with Trade Union Representatives and a cross-section of employees on each of the Key Themes. There were also consultation sessions with elected members through the Equalities & Future Generations Policy Development Committee. The key messages from these exercises were as follows:

- Employees welcomed the engagement and want more of it.
- The Key Themes and Strands identified in the Workforce Strategy are the right ones.
- There was a recognised need for the Council’s Principles, Values and Behaviours to be reviewed and refreshed.
- Workforce Planning was seen to be key to the development of the future workforce, particularly in succession planning.
- There was need for consistency in applying good leadership practices across the Council.
- Better and more consistent performance and development discussions need with staff.
- The opportunity should be taken to seek cross-Council efficiencies in organisational structure.
- Pay and grading was a key issue in that we were not competitive or attractive and the current job evaluation scheme needed to be replaced.
- Recruitment practices and processes would be improved. We don’t sell ourselves well.
- Greater investment and consistency needed in Learning & Development provision.
- Recognised need for investment in health and wellbeing- not pro-active enough during Covid.
- Greater engagement need with equalities communities.

All of these comments are being taken into consideration in development of the Workforce Strategy.

Areas for continued improvement

- Respond to the key messages from engagement exercises and finalise the Workforce Strategy.
- Seek to improve the number of responses to the staff survey.
- Reduce staff sickness.

**Asset Management**

<p><b>Criteria</b></p> <p>Assets are managed and utilised to maximise the economic, efficient and effective use of resources to achieve aims and objectives and maximise social, economic, cultural and environmental well-being now and in the future.</p>
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Self-assessment				
1. Not in place	2. Limited Application and effectiveness	3. Mixed Application and effectiveness	4. Strong Application and effectiveness	5. Embedded
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

### Evidence

A new Asset Management Plan 2021/25 was adopted at Council on 1<sup>st</sup> July 2021. The new plan represents a corporate approach to asset management and is a development of the previous Asset Management Plan that covered an extended 4-year period 2017/21. The Asset Management Plan is underpinned by the Well-being of Future Generations Act 2015 and it supports the delivery of the Council's well-being objectives in its corporate plan. Assets will be managed for the long-term benefit of people and communities and they will be involved in decisions on their use.

The key aspects of the Asset Management Plan are contained within 6 priorities.

- Corporate Landlord
- Disposals
- Property Investments
- Regeneration and Economic Development
- Capital Programme
- Collaboration

The Council has made significant progress in each of these 6 priorities over the last 4 years and the new Asset Management Plan maps out how they will be taken forward over the next 4 years. The Council continues to hold a large and varied portfolio of considerable value, but also, in practice, a considerable liability. The financial position of the Authority continues to be one of expected longer term constraint of capital and revenue but opportunities will continue to be maximised to take forward asset usage, transformation and investment in the nearer term relying on especially advantageous rates of borrowing, resilient specific reserves, grant funding and partnership opportunities. The Council's wider portfolio assists the wider Capital Programme, but also has continued liability of capital investment. The revenue budget is assisted with the income producing assets raising for the Council circa £7.4m, but there remains a challenge over the ongoing reduction of the revenue commitments for the wider operational portfolio. As a result of the disposal of larger sites temporarily on hold pending decision on appropriation of sites to the HRA to enable the More Homes Project, there is likely to be an affect profiling capital receipts in the short term within the disposal programme.

### Corporate Landlord

In recent years the roll-out of the Agile Working Programme has created a flexible workforce and as a consequence the Council has been able to decrease their footprint within the Civic Centre. The current pandemic has intensified the pace of these new ways of working and as a result has decreased the need for traditional office space longer-term. This reduction in space has allowed the Council to capitalise on commercial opportunities and accommodate tenants, providing significant financial benefits. It has been important to be able to accommodate many of these tenants since the current proposal is that they will relocate with the Council to a new Public Sector Hub, making the business case for a new development more feasible.

The focus of the accommodation strategy for the next 12 months will be to complete the roll out of Agile working at the Guildhall in line with the revised agile working policy and continue to explore commercial opportunities in the Civic Centre. In addition, there will be the development of Public Sector and Community Hubs within the city centre to potentially house the library, family history and Archives along with an employability hub and the Council's contact elements currently in the Civic Centre.

#### Disposals

The Council's approach to disposals has been to take a commercial approach, maximising returns whilst also supporting the Council's 'More Homes' initiative to build more Council housing. The primary activity involves providing greater certainty over expected capital receipts and to ensure maximising returns and minimised delays in completion. Additional disposals have been targeted through the identification of relevant sites within the deposit draft LDP and working up the stage feasibility and site investigations to enable timetabled disposal within a four-year programme. The wider universal review identified a number of smaller scale opportunities, which whilst producing lower capital receipts, will also reduce revenue commitments.

Further planned improvement will be to investigate, report and agree the opportunity for the council to act as developer, which whilst removing some sites from the disposal programme, will add value through the recovery of any developer's profit.

#### Property Investments

A major piece of work undertaken related to the independent review undertaken by JLL, which validated the current approach with regards to the investment portfolio. The main findings of the report were that the current estate management strategy was sound and demonstrated large areas of good practice. This review also identified a property investment fund be created to maximise the Council's strategic position. The creation of a fund, building on the knowledge of the Swansea property market coupled with the ability to borrow at beneficial rates, would place the Council in an advantageous position. This has been set up and good progress has been made in identifying opportunities and progressing negotiations. Since its inception in 2017, the Council has acquired three investment properties at a cost of £8m whilst returning £660k of annual income. All investments purchased to-date exceed the cost of borrowing and provide a net contribution to the overall revenue budget. Now that the investment model is proven, a review of the initial £5m mandate is required so that the Council can pursue larger lot sizes which can often yield better returns.

#### Regeneration & Economic Development

Copr Bay works have continued to make significant visible progress. Work has been completed on the construction of a 3,500 capacity arena alongside the completion of the Copr Bay site. The Ambassador Theatre Group has been awarded the contract to operate the Arena. The new bridge over Oystermouth Road, a new MSCP and the 1.1-acre coastal park have also opened to the public. Other components of the scheme, including the residential block, North MSCP, and church hall are all significantly advanced and nearing practical completion.

Works have also now commenced on the Kingsway Employment Hub building to construct a major new high-tech office development that will provide space for 600 jobs in Swansea city centre. Set for completion in early 2023, the five-storey development will include 114,000 square feet of commercial floorspace, providing flexible co-working and office opportunities for innovative tech, digital and creative businesses. The development will be carbon zero and worth £32.6 million a year to Swansea's economy. It will feature state-of-the-art digital connectivity, a roof terrace, greenery and balconies overlooking the city centre and Swansea Bay.

Substantial progress has also been achieved at the Hafod Copperworks Powerhouse project with shell and core works completion targeted for July 2022. The iconic Musgrave Engine House has been restored and Vivian Engine House repairs are underway. Work has also continued on the 110 year old Bascule Bridge working closely with Cadw. The historic but derelict Palace Theatre was acquired by the Council both saving a part of Swansea's heritage and acting as a regeneration catalyst for the Upper High Street; grant funding was secured and design and refurbishment works are underway. The innovative digital workspace will offer a home for growing businesses in the tech, digital and creative sectors; Heads of Terms have already been signed with the lead tenant Tramshed Tech.

### Capital Programme

There has been a significant increase in the budget allocation both from within the Council and from Welsh Government which has resulted in a reduction in the backlog maintenance for education establishments. In 2018 Faithful & Gould advised that the Education backlog maintenance figure was approximately £43 million; over the last 3 years circa £15 million has been spent on educational properties indicating the current backlog maintenance figure is approximately £30 million. Similarly the Housing Capital maintenance budget has increased year-on-year allowing the authority to concentrate on the issues of homelessness, climate emergency and decarbonisation. All projects within Band A of the QEd/Sustainable Communities for Learning Programme and three projects (the new PRU and two Welsh-medium primary school builds) from Band B have been delivered. A Welsh-medium secondary is due for completion in May 2022, and an English-medium secondary by May 2023 to ensure more learners benefit from schools of a 21st century learning standard that are in good condition and with suitable buildings and appropriate outdoor spaces.

As of February 2021, the backlog maintenance within Swansea Council assets is in the region of £211M. Projects will be selected on a priority basis. The criteria for selection (unless otherwise stated) were based upon condition rating, legislative compliance, health and safety indications, likelihood of failure and business continuity. The Asset Management Group will review and inform the emerging Capital Strategy.

### Collaboration

The work of the Council has seen the co-location of Housing/Library Services in Gorseinon; a trial of Clydach Hub identified lessons learnt to inform the new City Centre Community Hub. The Council acts as lead body for Ystadau Cymru in Swansea Bay; and Community Hub and Public Sector Hub opportunities are being promoted to ensure landmark collaborative schemes.

Next stages include the formalisation of the Community Asset Transfer Policy and continued negotiation around ongoing CATs. The co-ordination of the Local Property Board, as part of the Ystadau Cymru initiative to ensure linkages with the vision, remains to ensure sustainable and improved access to Council services using existing local assets "differently"; this is helping empower citizens to provide and support them in what they need within their community. This includes the completion of the City Centre Community Hub to inform the model and branding for a network of Community facilities tailored to meet the specific needs of those communities. All buildings identified will be operated within the adopted Community Hub model to be effective within the life of the Asset Management Plan. A review of the CAT policy will also take place to ensure it is aligned with the land transaction rules.

### Covid-19

On the 15th October 2020, Cabinet approved the strategy on the initial re-mobilisation of the Council and the immediate priorities from the COVID-19 crisis, the longer term plan from recovery to framework to replace Sustainable Swansea Strategy with Swansea – Achieving Better Together.



Many aspects of the Asset Management Plan 2021/25 will ensure continue support for resilience within Council Services with a particular emphasis on the built environment and the regeneration of the wider economy. Changes will be needed to react to the challenges of the uncertainty, in particular around the economy and the local financial position.

As a result of the COVID pandemic, the Council’s commercial rents dropped significantly during the period 2020/21, which was primarily due to the volatility within the local property market and the general inability for tenants to trade. In order to support its tenants, the Council offered financial support during this period (for qualifying tenancies) in the form of rent-free periods to ensure tenant failure & associated voids were minimised, whilst also trying to protect jobs for the local economy. The Council’s financial stimulus resulted in an overall reduction in income received from the commercial property portfolio but was necessary to protect long term income streams. Although the immediate risks have been mitigated, the short/medium term impacts of COVID are still relatively unknown and therefore it is very difficult to forecast the impact this may have until the market has an opportunity to recover. As a significant amount of the Council’s commercial portfolio is leased on a long-term basis, the revenue it receives through the Head lease gearing/turnover is not within the Council’s immediate control and therefore it is anticipated that the level income will likely fluctuate for the foreseeable future.

Climate Change

In June 2019, Swansea Council declared a climate emergency. In response to this a programme of activity is being developed to support the delivery of Net Zero Carbon Council by 2030 and Net Zero Swansea by 2050. In order to achieve net zero by 2030 the council needs to reduce or offset its current total emissions which equate to 27,500TCo2 for 2019/20. This includes: Council Buildings – the Energy Strategy and Carbon Management Action Plan, approved by Cabinet on the 19th November 2020, details initiatives to support the net zero carbon journey e.g. increase the pace and scale of the Re:Fit Cymru programme, with the provision of available resource and finance; a commitment to construct and build new schools and future civic buildings to net carbon zero. The combined effect of these two commitments could equate up to a 20% reduction in emissions equivalent to 20% or 4000T Co2. The intention of increasing tree cover and other measures as part of the council’s biodiversity plan, such as the installation of a new green infrastructure, will also support the offsetting of carbon emissions.

Areas for continued improvement

- Implement the Asset Management Plan 2021/25 and monitor and report on progress.

**Performance Management**

<b>Criteria</b>				
There are a complimentary set of corporate and service-level plans and strategies in place which set out a Council vision and key objectives				
Performance targets and outcomes to deliver corporate and service aims and objectives are identified and measured with democratic oversight to drive improvement actions				
Performance and outcomes are benchmarked with appropriate comparators to ensure value for money and continuous improvement.				
<b>Self-assessment</b>				
<b>1. Not in place</b>	<b>2. Limited Application and effectiveness</b>	<b>3. Mixed Application and effectiveness</b>	<b>4. Strong Application and effectiveness</b>	<b>5. Embedded</b>

□	□	☒	□	□
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**Evidence**

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 has been refreshed each year since then. The council’s corporate plan describes the steps being undertaken to meet our Well-being Objectives and contribute to the seven national well-being goals 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.

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.

Performance is measured via corporate performance monitoring reports. Quarterly and annual Corporate Performance Monitoring Reports to the councils Corporate Management Team and Cabinet track progress meeting the Council’s priorities (Well-being Objectives) set out within the Corporate Plan; all quarterly and annual performance monitoring reports are reviewed at Scrutiny as part of the democratic oversight of performance and improvement. Benchmarking performance data at a service level is done through membership of Association for Public Service Excellence (APSE) performance networks. Opportunities for other national comparisons were limited following the removal of the Public Accountability Measures (PAMs) by Welsh Government. Data Cymru are currently working with local authorities in Wales to produce a self-assessment performance dataset to help try and plug this gap.

Corporate performance monitoring and reporting was suspended in March 2020 whilst officers were otherwise engaged or impacted following the lockdown in response to the COVID-19 pandemic. Recovery took place in June 2020 but was subsequently suspended again in January 2021 following the publication of the Q1 2020/21 Performance Monitoring Report as a result of the second wave of COVID-19. Performance reporting was recovered again in time for Q1 2021/22 but performance targets were not set, the existing performance indicators were retained and not reviewed whilst the Covid pandemic was still in progress. Measuring improvement assessed against the previous comparable reporting period was however maintained when reporting recommenced.

The Local Government & Elections Act 2021 was introduced during 2021/22. As part of the new duties introduced by the Act, the council strengthened and put in new arrangements for self-assessment. The aim of self-assessment, culminating in the annual self-assessment report, is so that the Council continually challenges itself to do better and builds the learning into its plans and arrangements, helping to drive continuous improvement. The approach Swansea adopted was to integrate self-assessment into existing improvement and assessment activity, including within the quarterly and annual performance monitoring reports through the introduction of a self-reflection Tool, adapted from the tool developed by the Future Generations Commissioner, at Q2 and end of year. The advantage of this approach is that it avoids establishing a new and separate, parallel process for corporate self-assessment and instead builds it into what already exists, which is set out as desirable within the statutory guidance.

The information derived from this integrated approach will be used each year to develop the Council's Annual Governance Statement and Annual Review of Performance, which incorporates both the Annual Well-being Report required under the Well-being of Future Generations Act and the Self-Assessment Report as required by Part 6 of the Local Government & Elections Act.

The outcome from the self-assessment process undertaken at half-year and at year-end concluding in the annual report should, through the performance management and scrutiny process, seek to determine how effective are the Council's arrangements and identify ways to improve them. The learning from this process should then be fed back into plans and into improving the effectiveness of arrangements.

Audit Wales recently undertook a review of the arrangements all Councils have in place for responding to the requirements of the Local Government and Election (Wales) Act 2021. Audit Wales concluded that Swansea Council's approach has several positive attributes including:

- the modification of the Future Generations Commissioners Self-Reflection tool to support an integrated approach to the gathering evidence to determine progress against the Council's well-being objectives and to fulfil its new self-assessment responsibilities;
- clear corporate and Member awareness and buy into the proposed new approach;
- enhancement of the Council's Annual Governance Statement process into a Service Assurance and Management process;
- utilisation of SWOT analysis within its Annual Service Planning to provide additional evidence for the Self-Assessment process;
- the integration of the final self-assessment output into the Council's annual review of its well-being objectives, this being its Annual Review of Performance due to be published in October 2022;
- a clear time frame for completing the self-assessment and for how and when governance, oversight and scrutiny will be involved in design and sign-off.

In terms of improvement, Audit Wales noted that the response rate to the public consultation survey was low and that there were a number of challenging results to some of the survey questions, such as those around the Council having good governance arrangements. The low response rate might have skewed the results of the survey. Audit Wales reflected that it will be important to ensure that the output for the Council's self-assessment reflects the feedback from the whole survey. Audit Wales noted the Council's intention to undertake an evaluation of the process at the end of the first iteration and to learn any lessons and improve the approach. This includes looking at the consultation activity and work to improve the amount of review, scrutiny and challenge to the self-assessment process.

Following the local government elections in May 2022, the development of a new Corporate Plan for the 2023/27 period will take place during 2022 and will also entail a review of the corporate performance indicators to help measure progress. It is expected that the new Corporate Plan and associated performance indicators will be in place by 1<sup>st</sup> April 2023. In the meantime, the current suite of corporate performance indicators for 2022/23 reporting will be reviewed for continued relevance, making only essential changes whilst work takes place on the new corporate plan and associated performance indicators; annual performance targets will also be re-established for 2022/23 end-of-year reporting.

#### Areas for continued improvement

- Review the current suite of corporate performance indicators for continued relevance for 2022/23 reporting and set annual targets for end-of-year reporting.
- Develop a Corporate Plan and associated performance indicators for 2023/27.
- Look for ways to improve the consultation and engagement process for the annual self-assessment.
- Review and work to improve the amount of review, scrutiny and challenge to the self-assessment process.

#### **Consultation outcome**

The council undertook a survey of the public, local businesses, Council staff and trade unions in 2021/22.

There was a low response rate to the survey – under 100 responses - despite the Council doing its best to publicise the survey, including sending direct emails to stakeholders. The low response rate to the survey might have affected confidence in the results.

Respondents were asked to what extent they agreed or disagreed that Swansea Council uses its resources effectively to deliver value for money for local taxpayers?

Almost a third of respondents (29%) agreed that Swansea Council used its resources effectively to deliver value for money for local taxpayers. However, over a half of respondents (58%) disagreed with the statement. A further 13% of respondents neither agreed nor disagreed as to whether Swansea Council used its resources effectively to deliver value for money for local taxpayers.

Just under half of all respondents (49%) responded to an open ended question about what more the Council could do to use its resources more effectively to deliver value for money to local taxpayers.

Suggestions given included: focusing on more front line services, improving consultation and engagement with the public, investing more in housing, roads, tourism, focusing on deprived parts of Swansea and improving public transport.

#### Areas for continued improvement

- Look for ways to improve the consultation and engagement process and improve response rates for the annual self-assessment.

#### **Conclusion to Part 2**

The Council is using its resources economically, efficiently and effectively when:

- It is minimising the resources used (Economic).
- The intended results correspond to the actual results (Effective).
- There is a positive relationship between the resources used and outputs / outcomes, i.e. both the economic and effective criteria are met (Efficient).
- There is equitable access to services and needs are met without compromising the needs to future generations (Equity and sustainability).

The evidence in Part 2 of this assessment shows that:

There is a **strong application and effective use of resources** around financial management, procurement and asset management.

There is a **mixed evidence of effective application**, with some good evidence and some gaps in application or evidence regarding workforce planning and performance management.

### **Part 3 – the effectiveness of the Councils Governance arrangements**

The Council is required by the Accounts and Audit (Wales) Regulations 2014 to undertake a review of its governance arrangements, at least annually. The review is intended to show how the Council has complied with its Code of Corporate Governance.

The review of governance is brought together in the Annual Governance Statement (AGS) which is to accompany the Council's Annual Statement of Accounts. The AGS is a key document informed by a number of both internal and external assurance sources.

This part of the Annual Review of Performance is not meant to replicate the AGS but should be read in conjunction with it. This part of the review is intended to assess and evidence the effectiveness of the Councils governance arrangements in helping to deliver its functions and provide value for money.

The Council has effective governance when it effectively applying the core principles of good governance are set out by CIPFA / SOLACE in *Delivering Good Governance in Local Government*:

- A – Behaving with integrity, demonstrating strong commitment to ethical values and respecting the rule of law.
- B – Ensuring openness and comprehensive stakeholder engagement.
- C - There is a positive relationship between the resources used and outputs / outcomes, i.e. both the economic and effective criteria are met (Efficient).
- There is equitable access to services and needs are met without compromising the needs to future generations (Equity and sustainability).
- D – Defining outcomes in terms of sustainable economic, social and environmental benefits.
- E - Developing the entity's capacity, including the capability of its leadership and the individuals within it.
- F – Managing risks and performance through robust internal control and strong public financial management.
- G – Implementing good practices in transparency, reporting and audit to deliver effective accountability.

These core principles are applied in the Council through the following governance arrangements:

- Vision, strategy and performance.
- Organisational Governance, Ethics and Values.
- Organisational leadership.
- Customer & Community Engagement and Involvement.
- Risk Management and Business Continuity.
- Partnership / collaboration governance.
- Internal Control Environment.
- Fraud & Financial Impropriety.
- Programme and Project Assurance.
- Innovation & Change Management.

#### **How well and we doing and how do we know?**

The Council undertook a self-assessment and assurance of the effectiveness of its governance arrangements. The assessment looked at what arrangements were in place during 2021/22, how effective they were and the evidence.

	<b>Evidence &amp; effectiveness of delivery</b>	<b>Extent of evidence &amp; effectiveness</b>
1	Not in place	No evidence of effective delivery.
2	Limited application and effectiveness	Some evidence of application, but the effectiveness of delivery is limited.
3	Mixed Application and effectiveness	Mixed evidence of effective application, with some good evidence and some gaps in application or evidence.
4	Strong Application and effectiveness	Clear evidence of effective application.
5	Embedded	Clear evidence of effective and embedded application

### **Vision, strategy and performance**

<b>Criteria</b>				
There are a complimentary set of sustainable corporate and service-level plans and strategies in place which set out a Council vision and key objectives				
Performance targets and outcomes to deliver corporate and service aims and objectives are identified and measured with democratic oversight to drive improvement actions				
Performance and outcomes are benchmarked with appropriate comparators to ensure value for money and continuous improvement.				
All staff have had induction training and an annual appraisal and are clear as to their objectives and training and development needs.				
<b>Self-assessment</b>				
<b>1. Not in place</b>	<b>2. Limited Application and effectiveness</b>	<b>3. Mixed Application and effectiveness</b>	<b>4. Strong Application and effectiveness</b>	<b>5. Embedded</b>
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### **Evidence**

The Council has a corporate plan that contains a well-being statement, which sets out the council's six key priorities, or well-being objectives, and its values and principles. The corporate plan covers a five year period and is refreshed each year to ensure it remains current. Each well-being objective is delivered through a number of steps, which are aimed at maximising the council's contribution to improving well-being in Swansea and Wales. The council maximises its contribution to improving well-being by working sustainably to deliver the steps. It does this through long-term planning, preventing problems from occurring or from become worse, working collaboratively with others, avoiding duplication and conflict with other priorities and involving others. The corporate plan involved engagement with a number of stakeholders during its development, including people with protected characteristics.

The delivery of the corporate plan is measured through the quarterly and annual performance monitoring reports and through its Annual Review of Performance, which meets its duties to produce an annual self-assessment report and annual well-being report under the Local Government & Elections (Wales) Act 2021 and Well-being of Future Generations (Wales) Act 2015 respectively. See Part 1 – performance - for the council's self-assessment on progress delivering its functions meeting its well-being objectives in the corporate plan; and Part 2 – performance management - for more information on the extent to which the council effectively uses its resources.

Each service has a plan that expresses its own priorities and shows how each service is contributing to the Corporate Plan. Service plans are reviewed each year and progress is reviewed by services and helps inform appraisals and one-to-one meetings through their own arrangements. There is no corporate oversight of the delivery of service plans; but a self-assessment was built into the service planning process during 2021/22 as part of the wider effort to develop self-reflection arrangements, which allows services to reflect and identify successes, barriers and areas for improvement. The annual appraisal process was paused as per corporate guidance during the pandemic but staff continued to have one-to-one and team meetings; the appraisal process is being restarted and is being reviewed as recorded in the Annual Governance Statement 2021/22.

There are a set of complimentary strategies and plans to the corporate plan. The “Swansea – Achieving Better Together, Transformation Strategy & Programme Framework” aims to ensure that the council is sustainable, efficient and effective in what and how it delivers its services. As well as identifying the priorities in the short and medium term, the Achieving Better Together framework aims to set the foundations for establishing the longer term shape of the council, looking ahead to the next 20 years to 2040. The programme is split into three phases: phase 1 remobilise after covid; phase 2 refocus (up to May 2022), and; phase 3 reshape (after May 2022). Progress is reviewed and updated on a monthly basis by the Recovery, Reshaping and Budget Strategy Board. The Re-focus phase has set the 2022/23 budget and refreshed the MTFP – see Part 2 Financial Management. The phase 3 - Reshape will look beyond 2022 and will be subject to the new corporate plan 2023/27.

The council’s budget and MTFP and associated financial planning are well-embedded and links to the corporate plan, Achieving Better Together, national settlement, grant terms and conditions and other council plans – see part 2 Financial Management. The Council developed a new Workforce Strategy for 2022 to 2027, which accounts for corporate and service level plans, council vision and key objectives – see Part 2 Workforce Planning. The Asset Management Plan is underpinned by the Well-being of Future Generations Act 2015 and it supports the delivery of the Council’s well-being objectives in its corporate plan – see Part 2 Asset Management.

Areas for continued improvement

- See Part 2 – including financial management, performance management and workforce planning.

**Organisational Governance, Ethics and Values.**

<b>Criteria</b>				
There are comprehensive and maintained frameworks and codes in place for governance, ethics and values that are applied and observed consistently				
The application of ethics and values is evident in the way options are appraised and decisions are made.				
There is productive working with external regulators and sound compliance with their recommendations and proposals for improvement				
All decisions are assessed for impact and documented to give due consideration to equality and the sustainability of services and encompass the needs of future generations and people with protected characteristics.				
<b>Self-assessment</b>				
<b>1. Not in place</b>	<b>2. Limited Application and effectiveness</b>	<b>3. Mixed Application and effectiveness</b>	<b>4. Strong Application and effectiveness</b>	<b>5. Embedded</b>



<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
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**Evidence**

Governance ethics and Codes are set within the council’s constitution, Corporate Plan and Standing Orders and Financial Regulations. The Council also follows best practice in terms of statutory functions, such as CIPFA for financial management and Audit. The behaviour and expectations of officers/members is set out in the Constitution, Member Code of Conduct and Officer/Councillor Relations Protocol. The Monitoring Officer provides training on the code of conduct and ensures the highest standards of conduct by the authority, members and officers – including use of Council resources. The Standards Committee is responsible for monitoring and scrutinising the standards of Members.

The constitution outlines Member-led authority principles with training to senior officers and Cabinet members. The Constitution sets out requirements as to gifts and hospitality and there are regular reminders circulated to both officers and members. There is a member/member dispute resolution protocol which has been adopted. The Constitution contains comprehensive Procurement and Financial Procedure Rules.

The Statutory officers and Members ensure compliance with legislative and regulatory requirements via a robust framework including the scheme of delegation, induction training, standing procedures and rules set out in the Constitution. Reports to Committees have legal/finance clearance and must be subject to an Integrated Impact Assessment to assess the implications of decisions for people with protected characteristics and future generations. There is a robust Scrutiny and Call-In function and challenge from Governance & Audit Committee. External challenge is in place from auditors, Ombudsman and other external agencies. The Monitoring Officer ensures the Council complies with statute and reports on any maladministration.

The Standards Committee Annual Report 2020/21 was presented to Council on 2 December 2021. The Report reflected the Committee’s view that generally the conduct of members was high with the Committee only having to consider one complaint against a community councillor.

In their Annual Audit Summary 2021, Audit Wales concluded that the Council had met its duties and requirements. The Governance & Audit Committee however were concerned in 2021/22 to ensure that all Audit Wales recommendations are recorded and tracked for an appropriate response in a consistent way.

Areas for continued improvement

- Put arrangements in place to ensure that Audit Wales recommendations are recorded and tracked in a consistent way.

**Organisational leadership.**

<b>Criteria</b>
There is strong and effective political and professional leadership and working relationships.
There is an organisational operating model and a preferred working culture, which is effective
There are arrangements and training in place to develop leadership capacity and capability to meet present and future needs and demands and which supports sustainable ways of working
<b>Self-assessment</b>

1. Not in place	2. Limited Application and effectiveness	3. Mixed Application and effectiveness	4. Strong Application and effectiveness	5. Embedded
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

### Evidence

Cabinet and corporate management team work closely together. There are excellent working relationships between the service and Cabinet members and Group leaders and wider elected members. The relationship between officers and members and their roles and responsibilities are documented in the Constitution and through the procedure rules. Member/ officer relationships has been subject to recent discussions enabled by an external party; this focused on optimising the understanding of political and officer roles.

Senior officers meet weekly as a Corporate Management Team. CMT comprise those officers with statutory functions who provide a professional lead. Appointments to professional posts i.e. heads of service and above, are made on merit and are dependent on appropriate qualifications. Heads of service are appropriately equipped to provide professional leadership for their staff. Corporate management team and heads of service work closely together and collaborate in leadership team meetings. Monthly one-to-one meetings take place between directors and/or heads of service and cabinet members.

There is a joint cabinet and corporate management team meeting every two weeks. The boards or steering groups, such as the Achieving Better Together transformation board, are chaired by political leaders. The corporate plan and associated plans and strategies, such as the workforce strategy, engage members in their development, such as through the Policy Development Committees, and are signed off by the cabinet or council.

The cabinet is aligned to the various directorates and services and reports are signed off by cabinet members and directors. Cabinet members provide leadership and direction early on collectively at CMT/Cabinet Away days and in one-to-one meetings with directors and heads of service. Cabinet members lead on reports at cabinet meetings. There are clear links from the service through to political leadership both in regular meetings with cabinet members and the Leader and also through the democratic processes.

Clear officer advice is provided formally in all reports. Clear formal and often informal advice is given by officers in strongest terms to members. Ultimately members decide but the advice of statutory officers, such as Directors, the Section 151 Officer, Monitoring Officer and responsible staff is delivered openly with no fear of speaking out. Staff surveys and feedback indicate that the majority of staff feel valued, managed and well-led by the senior leadership team.

Open productive honest relationships with all members and often very frank exchanges of views takes place, albeit more often informally than in formal evidenced sessions. When the formal officer advice is needed to be given, it is in formal reports to cabinet or council; examples include the annual budget and MTFP.

There is a clear operating model within the council, based on the corporate values and governance requirements. There is a management structure embedded. The management structure is

embedded in the constitution and has been subject to recent review by the Chief Executive / Council.

Arrangements for training are in place. All officers are required to undertake mandatory training and e-learning as defined within their job role. In addition, any professional officer required to undertake continuous professional development to maintain their qualification is supported to do that. There is a limited training budget available across the council and this is an area that requires review.

A coaching development framework has been adopted to enable support and development across the council. Internal advice and awareness training is given to staff e.g. completion of integrated impact assessments, risk control measures and socio-economic duty awareness sessions. Several members of staff have been on leadership training and opportunities are taken to develop staff by deputising etc. for senior colleagues.

There are informal training plans but these are not well documented and Covid limited the opportunities for development; the workforce strategy should help the council to take this forward. There are opportunities for training, although this is subject to budgetary constraints. Each service unit encourages training and training needs are picked up in appraisals and one-to-one meetings. The staff survey did highlight some concerns on training opportunities, which is an area that will be addressed through the workforce strategy.

Training of decision makers including CMT, Leadership Team and Members has taken place on the socio-economic duty. The training programme for elected members after May 2022 has been updated to reflect the training requirements, along with the various committee who have been directly affected by the Local Government & Elections (Wales) Act, such as Governance & Audit Committee. Training on the Well-being of Future Generations Act is incorporated in the action plan to deliver the workforce strategy.

Areas for continued improvement

- See Part 2 – workforce planning.

**Customer & Community Engagement and Involvement.**

<b>Criteria</b>				
There are comprehensive and maintained strategies / plans / policies in place for customer and community engagement and involvement.				
Customer and community feedback and involvement are effectively used in reviewing performance and shaping services.				
There is good engagement with stakeholders, including people with protected characteristics, in framing policy and in the making of key service policy decisions				
<b>Self-assessment</b>				
<b>1. Not in place</b>	<b>2. Limited Application and effectiveness</b>	<b>3. Mixed Application and effectiveness</b>	<b>4. Strong Application and effectiveness</b>	<b>5. Embedded</b>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

## Evidence

The Council has appropriate structures in place to encourage public participation which is used to inform proposals and key decisions including:

- A Consultation and Engagement Strategy.
- A Co-production Framework.
- “Have your Say” consultations on website.
- The Scrutiny Programme Committee invites stakeholder contributions and participation.
- A Staff Survey with responses considered by CMT/Senior Management.
- A Complaints Policy and Annual Report to assess organisational learning and change.
- The appointment of Councillor Champions who provide a voice for under-represented groups.
- An Integrated Impact Assessment to assess the equality, socio-economic and sustainability impacts on people with protected characteristics and future generations.
- A new Public Participation strategy under development.

There is appropriate consultation and engagement supporting the decision making process including annual budget consultation, co-production, engagement with trade unions and engagement with disability and LGBT communities. The results of consultation exercises are fully considered by decision makers with consultation responses set out in reports. The council undertook consultation on its performance and on its corporate plan in 2021/22, which included the public, people with protected characteristics, local businesses, council staff and trade unions. There was a low response rate to the survey but the results of the survey are being reflected within this report and ways to improve the response rate will be reviewed.

Performance is monitored through the complaints comments and complainants being reported through to departmental management and performance and financial management meetings. Specific customer facing departments undertake surveys or monitor standards. Some internal customers are also surveyed for satisfaction, e.g. Digital Services service desk performance is reported monthly, which gives performance against key performance indicators and customer feedback and compliments; the scrutiny team regularly send out questionnaires to those using the service as to how they have done. Complaints targets are stipulated in the policies and are reported as part of the annual complaints report. Customer Services targets were under review in 2021/22 as a result of the pandemic, which altered the way customers access services. Feedback from customers with regard to processes and ways of working are fed back to services.

The Corporate Complaints Policies were reviewed to ensure they were in line with the Public Services Ombudsman (Wales) Act 2019 and the Welsh Language Standards. The Annual Complaints Report 2020/21 was presented to the Governance & Audit Committee in December 2021 as a result of the new Local Government and Elections (Wales) Act 2021 to provide assurance around the Council’s complaints handling processes. The Committee welcomed the report but noted that it was important not to overlap the work of Scrutiny Committee. The report was presented to the Scrutiny programme Committee on the 15<sup>th</sup> March 2022. In addition, the Ombudsman’s annual report was presented to Cabinet in November 2021. The Annual Complaints Report reflects the continued emphasis on prompt resolution of complaints and includes compliments about services. 73 complaints were made to the Ombudsman including corporate complaints and Social Services (there were 92 cases received in 2019/20). 67 of which were closed within the year, and nine of which received intervention (early resolution / voluntary settlement (5) or were upheld (4)). PSOW complaints reduced compared with the 92 closed in 2019/20. There was an assurance that there were no s16 Public Interest reports during the year.

### Areas for continued improvement

- See Part 2 – performance management.
- Continue the development of a Public Participation Strategy, as required by the Local Government and Elections (Wales) Act 2021.

### **Risk Management and Business Continuity.**

<b>Criteria</b>				
There is a comprehensive and maintained risk management policy and framework in place.				
All relevant risks are managed in line with the Council’s approved Risk Management Policy and Framework.				
Business Continuity plans are in place and are regularly updated and tested.				
<b>Self-assessment</b>				
<b>1. Not in place</b>	<b>2. Limited Application and effectiveness</b>	<b>3. Mixed Application and effectiveness</b>	<b>4. Strong Application and effectiveness</b>	<b>5. Embedded</b>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

### **Evidence**

A Corporate Risk Management Framework was approved by Cabinet in August 2017 and a new Risk Management IT system was introduced across the Council in 2020/21. All corporate, directorate and service level risks are recorded in the corporate risk register. Risk is a standing item on monthly departmental and performance and finance meetings. A monthly report on risk is reported to the corporate management team and a report on the status of corporate risks in the council is reported each quarter to Governance & Audit Committee. The Council’s Risk Management Framework requires all Risks to be reviewed and the Red/Amber/Green status updated every month. Risks are “deactivated” within the Risk Register by Responsible Officers when necessary, and this can only be actioned by officers with appropriate system access; reasons for deactivating risks must be provided.

An internal audit was undertaken on corporate risk management in 2021/22. The findings report confirmed that reports on risks had been reviewed every month by CMT during 2021/22 and they represented a comprehensive review of the status of all Risks in the Council’s Risk Register, which includes risk escalations / de-escalations. It was also confirmed that reports on Corporate Risks had been presented to the Governance & Audit Committee for all of the completed quarters of 2021/22. A review of all of the Corporate Risks as at March 2022 (18 in total) revealed that all had been updated within the last month as required. All 18 Corporate Risks were also checked to determine whether updates were recorded every month in the last three months. This revealed that 17 out of the 18 risks had been updated; while 1 out of the 18 had been updated in February and January 2022, prior to that it had not been updated since October 2021. A check was carried out to confirm that where Risks had been deactivated, a reason had been provided. All were examined and it was found that a reason had been provided in each case.

Concern was expressed by the Governance & Audit Committee at its meeting in February 2021 on the adequacy of the Control Measures recorded in the register for Corporate Risks. As a result, during 2021/22, Directors have been required to attend the Governance & Audit Committee on a rotational basis to outline the governance and risk management controls within their directorate; additional training on Control Measures has been provided to Directors and Heads of Service and all

Responsible Officers in 2021/22. The Control Measures for all Corporate Risks were also reviewed in January 2022 and feedback provided to corporate management team on whether they are “SMART” – Specific, Measurable, Achievable, Relevant and Time-Bound. As part of the audit a test was carried out on all of the Control Measures for all of the Corporate Risks to confirm that they were appropriate, complete and were “SMART”; all were found to be satisfactory other than 3 risks.

The Internal Audit Section operates a system of Assurance levels which give a formal opinion of the achievement of the service’s/system’s control objectives. The Assurance levels vary over four categories: 'High', 'Substantial', 'Moderate' and 'Limited'. Based on the audit testing undertaken, it was found that almost most procedures were operating satisfactorily, with only a small number of matters requiring improvement. As a result, an Assurance Level of ‘**Substantial**’ was given. This indicates that ‘There is a sound system of internal control but there is some scope for improvement as the ineffective controls may put the system objectives at risk’.

Project risks are managed and monitored through their Boards / steering groups or governance arrangements. Business continuity plans are in place and are reviewed annually.

Areas for continued improvement

- Implement recommendations from 2021/22 Internal Audit Report on risk management to continue regular updates and ensure control measures remain SMART.

**Partnership / collaboration governance.**

<b>Criteria</b>				
There is active and effective governance arrangements and engagement in partnerships and collaborations helping to achieve corporate aims and objectives.				
The key partnerships and collaborations for which the service / council is (co) responsible perform well against their aims and objectives				
<b>Self-assessment</b>				
<b>1. Not in place</b>	<b>2. Limited Application and effectiveness</b>	<b>3. Mixed Application and effectiveness</b>	<b>4. Strong Application and effectiveness</b>	<b>5. Embedded</b>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

**Evidence**

The council is involved in over a hundred active collaborations but there are five key and significant Partnerships and collaborations: the South West Wales Corporate Joint Committee (CJC); Swansea’s Public Service Board (PSB); the West Glamorgan Regional Health and Social Care Partnership; the Swansea Bay City Deal (SBCD), and; the regional educational partnership Partneriaeth.

A report providing an overview of the governance and assurance arrangements of these five significant partnerships and collaborations, including work that had been undertaken during 2021/22, was presented to Governance & Audit Committee in July 2022; the committee were also provided with at the same meeting a specific report on progress establishing the CJC. The CJC is a new regional partnership established by Local Government & Elections Act 2021. The aim is to bring coherence to regional governance. The CJC has limited functions: strategic development planning; regional transport planning; to promote economic well-being. Although treated as separate

corporate bodies, they should be seen as ‘part of the local government family’. Swansea Council is a member of the South West Wales CJC, along with Carmarthenshire, Pembrokeshire and Neath Port Talbot Councils – plus Brecon Beacons and Pembrokeshire National Parks.

A number of things were resolved at the first meeting of the South West Wales CJC in January 2022:

- The Leader of Swansea Council was appointed Chair.
- A constitution was approved.
- Standing orders to govern the CJC were adopted.
- Appointments to statutory roles were made: Chief Executive (Neath Port Talbot Council – to rotate); Section 151 Officer (Carmarthenshire Council); Monitoring Officer (NPT Council).
- Sub-committees were created.
- A Governance & Audit Committee was established.
- An Overview & Scrutiny Committee was created.
- NPT Standards Committee was designated to act for the CJC.
- Members Code of Conduct were approved.
- Rules of Procedure were approved.
- Access to Information Procedure Rules were agreed.
- A draft budget and Service Level Agreements were established to deliver corporate support services.

The CJC has set a zero financial budget for the 2021/22 financial year and agreed that no levy be raised against constituent councils for that year; but that to ensure fairness and equity across the region the regional funding of the CJC would be set through a levy apportionment by population size. Swansea’s share of this equates to £200k and was budgeted for accordingly. The financial position of the National Parks is yet to be determined but it should be noted that their financial contribution extends only to supporting the strategic planning aspect of the CJC. During the course of 2022/23 the forward programme for 2023/24 will be developed and this will in turn link in directly with the future budget requirements.

The West Glamorgan Regional Partnership was established in 2016 and was formerly known as Western Bay. It is a statutory partnership introduced by Social Services & Well-being Act 2014 and is a collaboration between Swansea and Neath Port Talbot Councils and the local Health Board. The collaboration sees partners working together to ensure there are good health and social care services across the region. The Director of Social Services Annual Report 2021/22 outlines that the West Glamorgan Regional Partnership now focuses on three areas of ‘transformation’, all with associated projects and work streams being delivered in the context of the Social Services and Wellbeing (Wales) Act 2014. These are:

- The Adult’s Transformation Board (the key priorities of which include Older Adults, the Commissioning for Complex Needs Programme, Dementia, the Mental Health Strategic Framework, the Learning Disability Strategic Framework).
- The Children and Young Adults’ Transformation Board (key priorities of which include the Multi Agency Placement Support Service, Children with Complex Needs and the Regional Strategic Development Plan).
- The Integrated Transformation Board (the key priorities of which include Carers, Digital Transformation, Transformation in Networks and the Welsh Community Care Information System).

The Director of Social Services Annual Report 2021/22 report describes how safeguarding remains the top corporate priority and this is at the heart of how council services are prioritised. The report

states that the council has fully embraced the need for the council to work even more closely and effectively with statutory and third sector partners to ensure safe and effective delivery of health and care services. The report goes on to say that this collaborative ethos informs both the council's local partnership work and its commitment to working with and through the West Glamorgan Regional Partnership Board.

A report to the Adult Services Scrutiny Performance Panel in March 2022 provided an update on the work of the West Glamorgan programme since March 2021. The report describes that in June 2021 West Glamorgan Regional Partnership entered a period of recovery from COVID-19 arrangements and the Transformation Programme was re-started to support the regions stabilisation and reconstruction. During September 2021, it was agreed by the Transformation Boards that the agendas would be more flexible and move to a two weekly timetable. This would allow all Transformation Programmes to report fortnightly on how they are responding to the emergency through the Winter Period. It was agreed to reconfigure the current RPB transformation programme to focus on emergency (including Winter planning) with a focus on actions that will best support the population and our health/ social care system over the next 5 months. It was agreed from the outset that the region had learned lessons from the first wave of the pandemic and agreed to include all cohorts in the development of and planning for the Emergency / Winter.

It was agreed to establish a pooled fund to support the winter / emergency plan initiatives, utilising any un-allocated regional funding. The main focus of the Transformation Board since November 2021 has been to predominantly work to stop community services failing; this includes meeting twice weekly via the Transformation Board and a Community Silver Meeting. The Community Silver meeting concentrated on the Regional Integrated Escalation Framework, which highlights in detail the pressures and issues across Community Services. During December 2021, the pressures escalated cumulating with a decision at the Transformation Board on 21st December 2021 that the meetings would remain weekly but only concentrate on the Winter and Emergency Pressures to allow for scenario planning for the most extreme complications and to allow the group to concentrate further on developing capacity to support people to remain in their own homes. In addition to working on the emergency the West Glamorgan Transformation Office is focussed on developing Business Cases for the programme in line with the new funding regime for Regional Partnership Boards announced by the Minister for Health and Social Care for the next 5 years which starts in April 2022. In October 2021 the Regional Partnership Board agreed the new governance framework with amendments to the Terms of Reference.

The revised Regional Governance Framework for the West Glamorgan Regional Partnership was approved in February 2022; this includes terms of reference, appointment of Board members and the various roles and responsibilities. Citizen and Carer Representatives are actively involved and engaged in the work of the Regional Partnership Boards and should be able to demonstrate how they have engaged with citizens and carers at all levels including assessing need, strategic planning, service design and delivery. Third Sector and Care Provider representatives are also engaged and able to influence and be involved in the design and delivery of integrated services.

The Swansea Bay City Deal (SBCD) was signed off in 2017; it represents a £1.3 billion investment in the regional economy. The partnership includes Swansea, Neath Port Talbot, Carmarthenshire and Pembrokeshire Councils. It is made up of 9 programmes and projects, including Swansea City and Waterfront Digital District project led by Swansea Council. A joint UK Government and Welsh Government Board – the Welsh Cities and Growth Implementation Board - oversees progress. A Joint Committee has been established to monitor the SBCD. A Joint Committee Agreement was made between the partners to work together to discharge their obligations to one another. The Joint Committee is chaired by the Leader of Swansea Council. A Programme Board oversees the



operations of the SBCD. An Economic Strategy Board is a private sector advisory body which acts as the voice of business.

A Joint Scrutiny Committee provides advice, challenge and support to the Joint Committee and is made up of two elected members from each of the four regional local authorities. Swansea Council hosts the Joint Committee and all Legal and Democratic services (and provides the Monitoring Officer). Carmarthenshire Council has the responsibility as the accountable body for the entire portfolio ensuring outcomes are delivered (and provides the Section 151 Officer). Pembrokeshire County Council has responsibility for all audit activity for the holistic portfolio. Neath Port Talbot County Borough Council has regional responsibility for scrutiny of the portfolio and its constituent programmes and projects. A City Deal Portfolio Director and City Deal Portfolio Management Office ensures smooth operation and sound governance. A risk register, monitoring and implementation plan and other plans are in place to ensure delivery and governance.

The report to the Governance & Audit Committee in July 2022 heard that the Swansea specific elements of the city deal programme are progressing well with the Swansea Arena complete and operational and with the remaining aspects due for completion later in 2022/23. Work is also progressing well with 71/72 Kingsway digital district and the aligned projects being carried out by University Wales Trinity St David's also making good progress. The Council is also actively involved in the regional project of talent and skills, Homes and Power stations and the digital strand of the SBCD programme.

Partneriaeth is a new partnership established in 2021 and commenced in April 2022, following the demise of ERW, new regional partnership arrangements for education improvement. Membership consists of Swansea, Carmarthenshire and Pembrokeshire Councils and operation is governed by a legal agreement. The partnership is overseen by a Joint Committee over the constituent members. The Leader of Swansea Council is a member of the Joint Committee. A Joint Scrutiny Councillor Group has been established. Services are also provided to local authorities which are not party to the legal agreement: namely Neath Port Talbot, Ceredigion and Powys Councils. A Strategic Group will have responsibility for undertaking some operational matters and will report to the Joint Committee. An Operations Group and a Stakeholder Group shall report to the Strategic Group. The Joint Committee will have the responsibility to establish Sub-committees, establish terms of reference and membership as it sees fit within the confines the legal partnership agreement. A Joint Scrutiny Councillor Group will be established to provide an informal scrutiny function to ensure greater public accountability over decisions made by the Joint Committee and any of its sub-committees.

The Public Services Board (PSB) was established as a result of the Well-being of Future Generations Act 2015: it aims to improve well-being in Swansea. The PSB revised and agreed its terms of reference in April 2019. Statutory Membership of the Board includes: Swansea Council, Swansea Bay University Health Board, Mid and West Wales Fire and Rescue Service and Natural Resources Wales. Invited participants include: Welsh Ministers, the Chief Constable of South Wales Police, the South Wales Police and Crime Commissioner, the Probation service, a representative of voluntary organisations and any other persons who the Board may be required to invite under regulations made by Welsh Ministers. Invited participant are not members of the Board and are not required to accept the invitation. The PSB is chaired by the Deputy Leader of Swansea Council Cllr Andrea Lewis.

The Joint Committee oversees the delivery of the PSB Well-being Plan through 4 workstreams, each led by one of the statutory members: Early Years – ABMU; Live Well, Age Well – Swansea Council; Working with Nature – Natural Resources Wales, and; Stronger Communities – Fire and Rescue. Task and finish delivery groups deliver each workstream. Swansea Council provides administrative and

democratic services support to the PSB. The majority of work carried out by Swansea PSB is carried out within the existing budgets of the Statutory Partners and subject to individual organisation's arrangements. A grant is provided by Welsh Government to help fund some costs. A Partnership Forum provides a mechanism for a range of interested parties from the public, private and voluntary sector to engage in the work of the PSB.

Swansea Councils Scrutiny Programme Committee (SPC) scrutinises the work of the PSB. The SPC made a number of proposals for improvement during 2021/22, which includes: improving the performance framework to better evidence the tangible difference the PSB is making (including better measurements of progress in the delivery of well-being objectives); improving the clarity of action and outcomes from PSB meetings; improving public visibility / messaging about the work of the PSB (as part of strategy for public engagement); reflecting on PSB governance in light of lessons learned from the pandemic.

The PSB Annual Report 2021/22 was published in August 2022; the report provides an update on the work undertaken in 2021/22, including progress against each of the well-being objectives described in the PSB Well-being Plan. Much of the local focus and partner resource around well-being measurement during 2021/22 has been on Swansea's second Assessment of Local Well-being, which was completed and published in May 2022 to meet legislative requirements. The document provides an assessment of the state of economic, social, environmental and cultural well-being in Swansea and will be used to inform the next local Well-being Plan in May 2023.

#### Areas for continued improvement

- Continue work to address all proposals for improvement to the operation of the PSB made by the Scrutiny Programme Committee.

#### **Internal Control Environment.**

<b>Criteria</b>				
Strong Internal Control systems are in place and applied throughout the Council				
<b>Self-assessment</b>				
<b>1. Not in place</b>	<b>2. Limited Application and effectiveness</b>	<b>3. Mixed Application and effectiveness</b>	<b>4. Strong Application and effectiveness</b>	<b>5. Embedded</b>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

#### **Evidence**

Assurance on the application of the Local Code of Corporate Governance in the council is provided through the production of the Annual Governance Statement (AGS), which is reported for assurance to Governance & Audit Committee each year. The system of internal control is a significant part of that framework and is designed to manage risk to a reasonable level. It cannot eliminate all risk of failure to achieve policies, aims and objectives and can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of the Authority's policies, aims and objectives, to evaluate the likelihood and potential impact of those risks being realised and to manage them efficiently, effectively and economically.

The City and County of Swansea annually reviews the effectiveness of its governance framework, including the system of internal control. It does this through: Statements from Corporate Management Team (CMT), Statutory Officers, the Internal Audit Manager and the Governance & Audit Committee; external organisations i.e. Audit Wales and regulators, and; core evidence mapped to Council, Cabinet and Committees. This information is used to compile the AGS. Based on the programme of audit work undertaken in 2021/22, the Chief Auditor’s opinion set out in the AGS on the overall adequacy and effectiveness of the Council’s framework of governance, risk management and internal control is effective with no significant weaknesses identified in 2021/22 that would have a material impact on the Council’s financial affairs or the achievement of its objectives.

**Fraud & Financial Impropriety.**

<b>Criteria</b>				
The Council has robust controls in place to prevent and promptly detect fraud, bribery and corruption.				
<b>Self-assessment</b>				
<b>1. Not in place</b>	<b>2. Limited Application and effectiveness</b>	<b>3. Mixed Application and effectiveness</b>	<b>4. Strong Application and effectiveness</b>	<b>5. Embedded</b>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

**Evidence**

The Council is dedicated to tackling fraud and corruption and has an Anti-Fraud and Corruption Policy and Whistleblowing Policy. The Governance & Audit Committee receives an annual report on the fraud function and Anti-Fraud Plan. The Internal Audit Plan is approved by Governance & Audit Committee. On 20th April 2021 the Committee received the 2021/22 Fraud Function Annual Plan. The 2020/21 Anti-Fraud Annual Report was received at the meeting in July 2021. An additional report was presented to provide the Governance & Audit Committee with an update against progress being made against recommendations in the Audit Wales report ‘Raising our Game - Tackling Fraud in Wales’ in March 2021 with an update on progress in November 2021. The Committee noted that some further work was required to address all those recommendations. The council has a corporate level risk on reducing and tackling fraud on its corporate risk register, which includes a number of mitigations and control measures that are reviewed each month.

Areas for continued improvement

- Continue work to address all recommendations in the Audit Wales report ‘Raising our Game - Tackling Fraud in Wales’.

**Programme and Project Assurance**

<b>Criteria</b>
All programmes and projects are managed using robust project and programme management methodology and in accordance with corporate guidelines and procedural rules with appropriate highlighting of potential risks/breaches
<b>Self-assessment</b>

1. Not in place	2. Limited Application and effectiveness	3. Mixed Application and effectiveness	4. Strong Application and effectiveness	5. Embedded
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

### Evidence

Large or high risk projects and programmes follow agreed methodology starting with the initial business case approved by the Senior Responsible Owner or CMT/Cabinet (dependent on the size of the project), governance structure, risk log and reporting process.

The council's transformation programme Achieving Better Together (ABT) has a highlight report, which is presented at a steering group and then a further highlight report from the steering group presented to the ABT Board along with additional areas of strategic importance, risk and progress. A report to the Governance & Audit Committee in April 2022 demonstrated that the refocus phase of the programme was well underway and that the working groups were in place and working through the actions associated with their agendas. The paper to the committee concluded that the reporting mechanisms and governance boards are in place and were working well.

All business cases to access funding under the 21<sup>st</sup> Century Schools programme are effectively developed to gain appropriate Welsh Government approval at outline and full business case stages. All business cases are robustly scrutinised and positive feedback continues to be received from WG officials who consider them as examples of good practice. Benefits both financial and non-financial are clearly defined in business cases, and monitored throughout project life cycles. Post Occupancy Evaluation is now a developing piece of work. Governance arrangements for the QEd programme have been repeatedly scrutinised (including Estyn and Audit Wales and an external Gateway review) and is recognised as effective by Welsh Government generally, as well as specifically as a key element of the 'five case business model' that is required to gain approval to capital funding for specific schemes.

A report providing an overview of the governance and assurance arrangements of the five significant partnerships and collaborations, including programme and project management arrangements for the established partnerships, was presented to Governance & Audit Committee in July 2022. The overarching transformation of health and social care programmes are facilitated through the infrastructure of the Regional Partnership Board. A robust and consistent project management methodology is adopted at both a regional, local, directorate and service level with dedicated specialist resources allocated to ensure project initiation, delivery against intended outcomes, risk management and transition to business as usual is properly managed. Regional and local investment in project management capacity has demonstrably paid off and proved particularly valuable in supporting rapid change to health and care services to mitigate the extreme impacts of the pandemic.

The Swansea Bay City Deal (SBCD) adopted a new Portfolio Risk Management Strategy in 2020. They also established a Portfolio Risk Register and Issues Log, and regularly report on prioritised risks through the governance structures. Key risks are captured in a SBCD Portfolio Risk Register. The Portfolio Office regularly reviews and monitors the risk management process. In order to further support the management of risks and potential associated issues, the Portfolio Management office developed a change control in February 2021. The SBCD developed a Monitoring and Evaluation Plan in June 2020. Project teams contribute to monthly highlight and quarterly monitoring reports, an

annual report and planned milestone evaluations. These reports outline planned and completed activity, key deliverables, risks, issues and finances at project, programme and portfolio levels. All nine SBCD projects and programmes have also established Integrated Assurance and Approval Plans, which are regularly updated and shared with the SBCD governance boards and committees. The SBCD Portfolio and projects are also subject to OGC (Office of Government Commerce) Gateway Reviews to assure successful progression and overall delivery of the portfolio and associated projects and programmes. Gateway reviews are instigated and led by the Portfolio or Project/Programmes. All Welsh Government sponsored Programmes and Projects are mandated by the Welsh Government Permanent Secretary to complete a Risk Potential Assessment form for review/appraisal by the Office of Project Delivery.

### Innovation & Change Management.

<b>Criteria</b>				
The Council has a proven track record for innovation and change management				
Change and transformation programmes are making the Council fit for the future and are contributing to the Council's aims and objectives				
There are arrangements in place and evidence to show that staff, customers and stakeholders can and are making innovations and suggestions for improvement				
Risks and impact from transformational activity are monitored to identify any adverse impact, including adverse impact on equality and on the well-being of current and future generations				
<b>Self-assessment</b>				
<b>1. Not in place</b>	<b>2. Limited Application and effectiveness</b>	<b>3. Mixed Application and effectiveness</b>	<b>4. Strong Application and effectiveness</b>	<b>5. Embedded</b>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

### Evidence

The COVID-19 pandemic brought huge challenges and changes to the Council, its services and workforce. The Council has never undertaken such change in such a short timescale and in such challenging circumstances. A number of non-essential services were suspended in order to redeploy resources to areas where they were most needed. In summary, since March 2020 the Council has transformed the way it works to manage the impact of the pandemic. Thousands of staff were successfully mobilised to work remotely and/or from home within a matter of weeks. This took a massive effort from our ICT team to provide the necessary changes enabling staff and councillors to have full network links at their preferred location. Other changes include:

- Being one of the first councils in Wales to move meetings, committees and council online.
- Rolling out agile working, which supported the transition to working from home and agile working for the whole workforce during the pandemic.
- Supporting the Welsh Government's Shielding Programme by setting up a new call centre and providing daily support to thousands of vulnerable people.
- Focusing social services care on the most vulnerable, re-opening a care home and supporting the private care sector.
- Overseeing the planning and construction of the Bay Field Hospital on Fabian Way.
- Remodelling schools into care settings for key workers' children.
- Providing meals to care settings and delivering free school meals.
- Providing food banks across the city and county.

- Providing financial support in excess of £100 million to thousands of businesses.
- Setting up a Track, Trace and Protect function and providing community testing centres.
- Preparing for mass vaccination in our communities.

A report to Governance & Audit Committee in April 2022 provided a progress update on the Council's Achieving Better Together (ABT) corporate transformation programme. The main purpose of the ABT Programme is to ensure the council is sustainable, efficient and effective in what and how it delivers its services with the citizen at the heart. As well as identifying the priorities in the short and medium term, the ABT framework aims to set the foundations for establishing the longer term shape of the council, looking ahead to the next 20 years to 2040 - first recovery, then refocus and then reshape the council.

The committee heard that the work of both the Remobilise and Refocus phase of the ABT programme continued throughout the pandemic and that the council, not only maintained services throughout the pandemic, but is well underway on its journey to the second refocus phase. The Refocus phase has set the 2022/23 council budget and refreshed the council's MTFP. Phase 3 - Reshape - will look beyond 2022, it will be subject to the 2022 elections and priorities of the new council. The report concluded that the refocus phase is well underway and that the working groups are in place and working through the actions associated with their agendas. The ABT Programme is contributing towards the achievement of the national well-being goals and corporate well-being objectives in the corporate plan. The council's Policy Development Committees provided support to the programme and work-streams; the Recovery & Future Generation PDC supported the overarching ABT work programme. The Recovery & Future Generation PDC's have recently received a session on co-production, an update on the Consultation and Engagement Strategy and a workshop on the Workforce work-stream during 2021/22; these are all projects within the Workforce & Equality work stream. The work-stream leads worked closely with other PDC's on their individual projects, plans and policies.

The ABT programme has a risk and issue log that is flagged at both the Steering group and at the ABT Board; any issue also escalated to CMT or onto the risk register if required. The governance and assurance within the project management framework for each transformation includes a risk matrix and escalation process. All transformational activity is submitted to an Integrated Impact Assessment to ensure there are no negative impacts on people, including future generations. Swansea Council's internal audit team carried out an examination of the programme, governance and structure during 2021/22. A 'High' Level of Assurance was awarded. This indicates that 'there is a sound system of internal control designed to achieve the programme objectives and the controls are being consistently applied'. There were no recommendations following the examination.

The Workforce Strategy has been developed to meet the council wide requirement for recruiting, retaining and developing staff to enable flexibility and fit for the future. This includes proposals to improve and develop staff engagement and innovation. The council has an Ideas Hub; the Ideas Hub is an online platform that provides opportunities for staff to put forward innovative ideas to Achieve Better Together. The 'Let's Talk About' initiative introduced in 2021/22 building on the previous Leadership Hub community delivers monthly workshop events that combine presentations and interview style conversations from leaders with a wide range of experiences across different organisations.

### **Consultation outcome**

The council undertook a survey of the public, local businesses, Council staff and trade unions in 2021/22.

There was a low response rate to the survey – under 100 responses - despite the Council doing its best to publicise the survey, including sending direct emails to stakeholders. The low response rate to the survey might have affected confidence in the results.

Respondents were asked to what extent do you agree or disagree that Swansea Council is well governed. Just under a third of respondents (30% n= 21) agreed that Swansea Council was well governed. However over 40% of respondents (n = 29) disagreed that it was well governed. Around a fifth of respondents (20% n= 17), neither agreed nor disagreed with the statement and a further 2 respondents (2.9%) didn't know whether it was well governed, or not.

Just over 40% of participants (n= 30) in the survey responded to an open ended question about how the Council could improve the way in which it is governed. Suggestions included: improving Council culture IT systems, increasing the efficiency of staff, linking more departments together, more consultation with public and staff, keeping more services “in-house”, improving communication, reducing management and re-prioritising resources.

#### Areas for continued improvement

- Look for ways to improve the consultation and engagement process and improve response rates for the annual self-assessment.

#### **Conclusion to Part 3**

The Council has effective governance when it applying the core principles of good governance are set out by CIPFA / SOLACE in *Delivering Good Governance in Local Government*.

The evidence in Part 3 of this assessment shows that:

There is a **mixed application and effectiveness of governance** around vision, strategy & performance.

There is a **strong application and effectiveness of governance** in all of the other areas.

#### **Where to find additional information**

If you have any questions or comments on the content of this plan, you can contact by: Email to [improvement@swansea.gov.uk](mailto:improvement@swansea.gov.uk) Telephone 01792 637570.

# Integrated Impact Assessment Screening Form – Appendix F

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:

Annual Review of Performance 2021/22 – this report meets our duty to report on progress in 2021/22 meeting the ‘steps’ described in the Corporate Plan to deliver our well-being objectives and on extent to which a local authority is: exercising its functions effectively; using its resources economically, efficiently and effectively, and; is governing itself effectively in securing the above – as required by the Well-being of Future Generations Act 2015 and Part 6 of the Local Government & Elections Act 2021 respectively.

### 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"/>



## Integrated Impact Assessment Screening Form – Appendix F

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**

Part 6 of the Local Government & Elections Act 2021 requires the Council to consult on its performance each year. The council undertook a survey of the public, local businesses, Council staff and trade unions in 2021/22. The results to the consultation are included in the Annual Review of Performance 2021/22 – as is an area for continued improvement to look for ways to improve the consultation and engagement process and improve the response rates for the annual self-assessment.

**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?**

# Integrated Impact Assessment Screening Form – Appendix F

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 report meets our duty to report on progress in 2021/22 meeting the ‘steps’ described in the Corporate Plan to deliver our well-being objectives and on extent to which a local authority is: exercising its functions effectively; using its resources economically, efficiently and effectively, and; is governing itself effectively in securing the above – as required by the Well-being of Future Generations Act 2015 and Part 6 of the Local Government & Elections Act 2021 respectively, so there is no direct impact on people or communities.**

**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)

(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.

<b>Screening completed by:</b>
<b>Name:</b> R Rowlands
<b>Job title:</b> Strategic Delivery & Performance Manager
<b>Date:</b> 05/09/22
<b>Approval by Head of Service:</b>
<b>Name:</b> Lee Wenham
<b>Position:</b> Head of Communications & marketing
<b>Date:</b> 05/09/22

Please return the completed form to [accesstoservices@swansea.gov.uk](mailto:accesstoservices@swansea.gov.uk)

# Agenda Item 10



## Report of the Interim Director of Corporate Services

Governance & Audit Committee – 14 December 2022

### Transformation Goals & Strategy Review

**Purpose:** To provide the Governance & Audit Committee with the Transformation Goals & Strategy Review presented to Cabinet on 17 November 2022.

**Report Author:** Ness Young

**Finance Officer:** N/A

**Legal Officer:** N/A

**Access to Services Officer:** N/A

**For Information**

#### 1. Background

1.1 To provide the Governance & Audit Committee with the Transformation Goals & Strategy Review presented to Cabinet on 17 November 2022.

**Background papers:** None.

#### **Appendices:**

Appendix 1 - Transformation Goals & Strategy Review presented to Cabinet on 17 November 2022.

Appendix 2 – IIA Report.



## Report of the Deputy Leader/Cabinet Member for Service Transformation

Cabinet – 17 November 2022

### Transformation Goals & Strategy Review

<b>Purpose:</b>	To review the Council's Transformation Strategy and goals and to seek approval of the council's transformation vision and goals for 2022-27
<b>Policy Framework:</b>	<ul style="list-style-type: none"> <li>• 2022-27 Policy Commitments</li> <li>• 2022-23 Corporate Plan</li> <li>• Transformation and Future Development Wellbeing Objective</li> </ul>
<b>Consultation:</b>	Access to Services, Finance, Legal.
<b>Recommendation(s):</b>	It is recommended that: <ol style="list-style-type: none"> <li>1) Cabinet approves the transformation vision, goals and governance arrangements as set out in sections 4 and 5 of this report, and notes that a further report will be presented to Cabinet in March 2023 seeking endorsement of a detailed transformation plan for 2023-27.</li> </ol>
<b>Report Author:</b>	Ness Young
<b>Finance Officer:</b>	Ben Smith
<b>Legal Officer:</b>	Tracey Meredith
<b>Access to Services Officer:</b>	Rhian Millar

#### 1. Introduction

- 1.1 There are extraordinary challenges facing individuals, communities, and businesses in Swansea, especially as a result of the ongoing cost of living crisis. Likewise, the council has never faced such a difficult financial outlook, exacerbated by years of austerity. At a time when our population needs public services most, they are under threat as our costs rise but our funding is expected to fall in real terms.

- 1.2 As well as providing a wide range of statutory and non-statutory services, the council has an ambitious agenda<sup>1</sup> for the next five years focused on:
- Safeguarding people from harm
  - Improving Education & Skills
  - Transforming our Economy & Infrastructure
  - Tackling Poverty
  - Supporting Communities
  - Delivering on Nature Recovery and Climate Change
- 1.3 At a regional level the council also has shared priorities with partners through the Corporate Joint Committee and the Regional Partnership Board, as well as locally with partners on the Public Service Board.
- 1.4 In addition to the financial challenges, the strategic context in which we, the public and our partners are operating will make delivering on all these agendas extremely challenging. For example, there is/are:
- significant political uncertainty at a UK level
  - major macro-economic uncertainty
  - geopolitical conflicts / changes that are impacting on resource availability and prices
  - the prospect of another era of public sector austerity
  - a recruitment and retention problem in key roles and services
  - an ageing population in the county with increasingly complex needs
  - technological advances that are leading to changes in customer behaviour and expectations
  - Significant legislation and national policy requirements on public bodies that will influence service design and delivery
  - A need to reduce the country's carbon footprint and support nature recovery to help tackle climate change
- 1.5 Many of the above factors will continue to have an impact over the medium (i.e., 2027) and even the long-term (i.e., 2040). Against that background, if the council is to meet its statutory obligations and deliver the commitments it has made, we will need to innovate and transform how we operate, working closer than ever with others, while continuing to ensure that everything we do is focused on meeting the needs of our population.

## 2. Background

- 2.1 Transformation is a word that can often become seen as synonymous with budget savings and improvement. However, it is the scale of change and the focus on outcomes as well as saving money that defines transformation. According to CIPFA<sup>2</sup>:

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<sup>1</sup> [Council adopted a statement of policy commitments on 7 July 2022](#)

<sup>2</sup> CIPFA: Transformation, How Finance Teams are Driving Local Government Innovation, Volume 5, 2018

***“Transformation involves significant change in approach to an organisation’s operating model, technology, processes and/or service delivery to deliver better outcomes and improve efficiency”***

2.2 The council has been on a transformation journey since 2015. *Sustainable Swansea* ran from 2015-16 to 2019-20 and helped the council to make around £70 million savings over that period. In October 2020 Cabinet approved a report that described a three-phase strategy (branded as *Achieving Better Together*) that would take the council from COVID19 recovery to the next phase of transformation by 2022.

2.3 Under the *Achieving Better Together* strategy from 2020-22 the council focused on supporting the county and council’s recovery from the COVID19 pandemic. Attention now needs to turn to what transformation is needed over the medium-term and longer-term. Against that background in July 2022, council made a commitment to prioritise a “review the *Achieving Better Together* transformation strategy and goals”.

### **3. *Achieving Better Together* strategy and goals**

3.1 The main purpose of the *Achieving Better Together* strategy between 2020-2022 was to help the council navigate the challenges presented by COVID19, while enabling a sustainable, efficient, and effective organisation with the citizens of Swansea at the heart. The strategic aims (or goals) were:

- The core purpose of the Council
- Transforming services to be effective and efficient
- Greater collaboration with other Councils, organisations, community groups and residents, with a focus on regionalisation
- Balancing the budget for current and future years (including meeting the aspirations and targets within the MTFP)
- Greater and more meaningful engagements with our residents and community

3.2 The first two phases of the strategy ended in May 2022 having supported a range of activities, including:

- The establishment of the Corporate Joint Committee
- An expansion of Local Area Coordinators and community networks
- Balancing the council’s budget and the delivering required savings in 2020-21 and 2021-22
- Ongoing transformation and improvement activities within each directorate
- The development of a council workforce strategy

3.3 The strategy recognised that the third, transformation, phase could not be defined after the local government elections in 2022 to take account of the priorities of the new council and the associated development of a

new corporate plan and MTFP. Notwithstanding, the following goals were included in a report to the Governance and Audit Committee in April 2022:

- Ensuring strategies and action plans (e.g., housing, schools, economy, and social care) are embedded and change is visible and increasing in pace
- Reviewing and updating the corporate plan
- Ensuring the culture of the organisation is aligned to the delivery of the corporate plan
- Ensuring all priority service areas have new models of delivery maturing
- Delivering a balanced budget and long term MTFP that is sustainable

3.4 An exercise is currently underway to capture the lessons learned from the Sustainable Swansea programme and the first two phases of *Achieving Better Together*. This exercise is due to conclude by the end of the calendar year and its findings will be considered as we develop the detail of our transformation plans for 2023-27.

#### 4. Transformation Strategy 2022-27 and beyond

4.1 Given the challenges ahead, without transformation the council will be unable to meet its statutory obligations and deliver on the commitments it has made for this administrative term. But successful transformation is itself dependent on several critical factors, including having:

- A clear rationale and narrative for transformation which is effectively communicated and understood
- Effective buy in from stakeholders
- A clear route map
- The resources (financial, human, technological and physical) needed to prepare and implement transformation programmes
- Programmes, supported by robust businesses cases, that are effectively structured to deliver defined benefits
- Effective enabling tools that support change management

4.2 The council's transformation strategy vision & goals for 2022-27 has been co-designed by the Cabinet and Corporate Management Team to ensure these critical success factors are addressed, starting with the following vision for transformation which provides a clear rationale and narrative for transformation:

***“Between 2022 and 2027 Swansea Council will deliver at least the same if not better outcomes for our population and improve our efficiency by making significant changes to the way we work and how our services are designed and delivered”***

4.3 Importantly the vision recognises that improving outcomes may not be achievable across all services, even with significant changes to the way we work, due to the unprecedented challenges we face. The following six strategic goals provide a more detailed route map as to how the vision will be achieved:

- To remodel services, focusing on meeting people's needs, within the funding available
- To facilitate economic prosperity through already committed major infrastructure investment
- To build inclusive, resilient, and cohesive communities by working with partners and the public to maximise use of combined resources
- To develop excellent customer services and maximise efficiency, including through the use of digital technology
- To reduce the council's impact on the environment
- To develop a motivated and committed workforce that is innovative, supported, skilled and customer-focused

4.4 Underneath the vision and goals we need to identify and agree where we should focus our transformation efforts. By looking at how the council is currently operating we can identify what specific significant changes are needed to deliver the same or better outcomes and improved efficiency while responding to the enormous challenges ahead.

4.5 Our workforce and draft digital strategies<sup>3</sup> outline the changes we need in those areas, and our current accommodation strategy sets how our administrative estate needs to change. The 2023-27 MTFP is currently being developed and will reflect the transformation goals and over the next four months we will identify any changes that are needed to other parts of our operating model (such as governance and culture). It is envisaged that the most significant changes to our operating model will form the basis of our corporate transformation effort.

4.6 The changes we make to our operating model will inevitably also involve changes in the design and delivery of services as will the need to deliver on our statutory obligations and the commitments we have made. Directorates already have strategies and transformation programmes in train, and these will be reviewed over the next four months alongside the corporate plan, MTFP and the transformation goals to determine exactly where we need to focus our service transformation efforts in the coming five years. It is envisaged that the most significant changes to our services will form the basis of our service transformation effort.

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<sup>3</sup> 2022-27 Workforce Strategy approved by Cabinet on 20 October 2022, Draft 2022-27 Digital Strategy to be considered by Cabinet on 17 November 2022

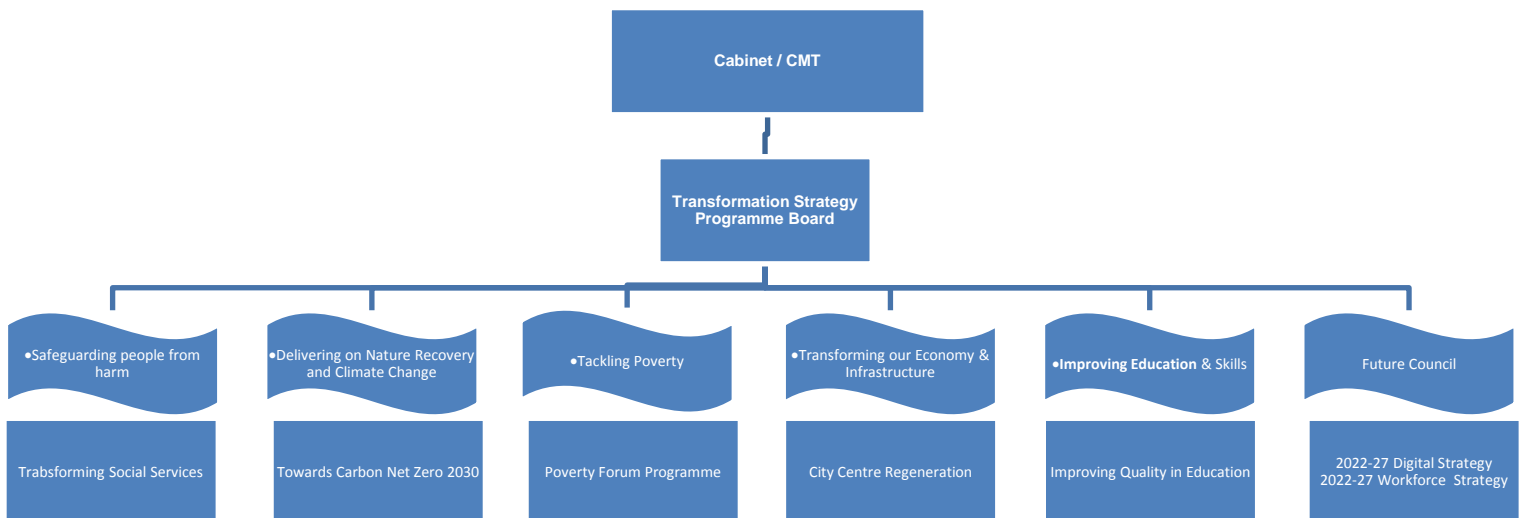


- 4.7 Directors will work with Cabinet Members and partners over the next four months to develop a single coherent transformation plan for the council which supports the vision and goals, bringing together key corporate and service transformation programmes, and aligning them to regional and national plans.
- 4.8 A suite of enabling tools that will support change management will also be developed, including service review and business case templates, co-production guidance and a virtual transformation network.
- 4.9 The council does not have any corporate staff resources or budget to support delivery of the transformation strategy, although resources (e.g., staff) are being deployed within directorates to work on transformation programmes and projects already underway. However, as the programmes are developed and implemented it is likely that specific technical expertise and/or technology may be required. A robust process will be established to ensure any requests for additional resources are made through business cases which will clearly articulate the costs and benefits (financial and non-financial) involved.
- 4.10 In January 2023 the Organisational Transformation Corporate Development Committee will consider the lessons learned report referred to in paragraph 3.4 above and contribute to the development of the transformation plan.
- 4.11 A further report will be brought to Cabinet in March 2023 seeking agreement of the transformation plan and programmes that will support delivery of the 2022-27 transformation vision and goals.

### **5. 2022-27 Transformation Strategy Governance**

- 5.1 To minimise bureaucracy and ensure we have a single coherent transformation plan, wherever possible existing governance mechanisms will be used to manage individual programmes and to provide oversight, as outlined in the diagram below. The diagram shows for illustrative purposes at this stage, transformation programmes (based on existing strategies/ programmes) aligned under each wellbeing objective, noting that the objectives and programmes will be developed as part of the corporate plan and Medium-Term Financial Plan planning process.

Diagram 1: Swansea Council Transformation Strategy Outline Governance



5.2 It is proposed that once agreed each programme will be governed by a board which will be chaired/sponsored by the relevant Director and may include the relevant Cabinet Member. Once a quarter Directors will report (on programme performance, risks and issues) to the Transformation Programme Board which will be chaired by the Deputy Leader (Service Transformation) and will comprise Directors, the Monitoring Officer and the Head of Communications. The Programme Board will then report to Cabinet / CMT three times a year and with a formal report provided to Cabinet on transformation progress annually. Scrutiny and assurance of the strategy will be provided by the Scrutiny Programme Committee and the Governance and Audit Committee in line with existing council procedures. The Organisational Transformation Corporate Development Committee will contribute to the development of policies linked to the transformation strategy and plan<sup>4</sup>.

## 6. Integrated Assessment Implications

6.1 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

<sup>4</sup> In 2022-23 the Organisational Transformation CDC work programme includes consideration of: rewards & recognition of staff, agile working, recruitment and selection, transformation, customer contact strategy, Swansea as a Human Rights City and co-production

- 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
- 6.2 The Well-being of Future Generations (Wales) Act 2015 mandates that public bodies in Wales must carry out sustainable development. Sustainable development means the process of improving the economic, social, environmental, and cultural well-being of Wales by acting in accordance with the sustainable development principle, aimed at achieving the 'well-being goals'.
- 6.3 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.
- 6.4 An IIA Screening Form has been completed with the agreed outcome that the summary of impacts for this report has been categorised as low. However, the accumulative transformation plan during delivery will have a higher impact, for this reason each project/system/service touched on within each programme will have an independent IIA completed as part of the development process recognising the impact on people and/or communities.
- 6.5 The transformation vision that “Between 2022 and 2027 Swansea Council will deliver at least the same if not better outcomes for our population and improve our efficiency by making significant changes to the way we work and how our services are designed and delivered” is aligned to the achievement of the national wellbeing goals.
- 6.6 This report fulfils a commitment to review the Achieving Better Together strategy and goals within the first 100 days and proposes that development of the detailed plan and programmes is undertaken over the next four months, aligned to the development of the corporate plan and the MTFP, with a further report to Cabinet in March 2023.
- 6.7 Directors will work with Cabinet Members and partners over the next four months to develop a single coherent transformation plan for the council which supports the vision and goals, bringing together key corporate and service transformation programmes, and aligning them to regional and national plans.

**7. Financial Implications**

- 7.1 There are no direct financial implications arising from the recommendations in this report. However, implementation of the transformation strategy will lead to significant changes to the organisation's operating model, technology, process and/or service delivery models.
- 7.2 It is expected that to be successful some programmes may need technical expertise or technology that will require upfront investment (e.g., digital solutions, sector experts). Where this is the case a full business case will be produced including a full financial analysis to make the case for any investment where projected costs cannot be contained within Directorate cash limits. Any such investment is likely to necessitate a draw down from earmarked reserves if external sources of funding cannot be identified. Clearly the pace of progress will be subject to the availability of resources to fund transformation activity over the five-year lifetime of the strategy.

**8. Legal Implications**

- 8.1 There are no direct legal implications as a result of this report.

**Background Papers:** None

**Appendices:** Appendix A - IIA

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

**Which service area and directorate are you from?**

Service Area: Transformation

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:**

**Swansea Council Transformation Strategy - Review of Transformation Strategy & Goals**

Under the *Achieving Better Together* strategy from 2020-22 the council focused on supporting the county and council's recovery from the COVID19 pandemic. Attention now needs to turn to what transformation is needed over the medium-term and longer-term. Against that background in July 2022, council made a commitment to prioritise a "review the *Achieving Better Together* transformation strategy and goals" The report is an update on progress and the outcome of the reviewed transformation vision and goals, which provides a clear rationale, and narrative for transformation.

***"Between 2022 and 2027 Swansea Council will deliver at least the same if not better outcomes for our population and improve our efficiency by making significant changes to the way we work and how our services are designed and delivered"***

The following six strategic goals provide a detailed route map as to how the vision will be achieved:

- To remodel services, focusing on meeting people's needs, within the funding available
- To facilitate economic prosperity through already committed major infrastructure investment
- To build inclusive, resilient, and cohesive communities by working with partners and the public to maximise use of combined resources
- To develop excellent customer services and maximise efficiency, including through the use of digital technology
- To reduce the council's impact on the environment
- To develop a motivated and committed workforce that is innovative, supported, skilled and customer-focused

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

**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 council’s transformation vision & goals for 2022-27 has been co-designed by the Cabinet and Corporate Management Team

**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

\*In line with the Corporate Plan

**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

Each service will be impacted in some way during delivery as the report outlines the overall vision & Goals for the Council’s transformation programme. A further report will be brought to Cabinet in March 2023 seeking agreement of the transformation plan and programmes that will support delivery of the 2022-27 transformation strategy and goals outlining the impact of the programme.

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

Yes

No

If yes, please provide details below

Amendments to Programme pages will require changing. (Already in conversation with Web Team)

**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.)*

This report has a specific focus is on internal business therefore the impact on external people and communities is low.

However, the accumulative programme during delivery will have a higher impact, for this reason each project/system/service touched on within the project will have an independent IIA completed as part of the development process recognising the impact on people and/or communities. A further report will be brought to Cabinet in March 2023 seeking agreement of the transformation plan and programmes that will support delivery of the 2022-27 transformation strategy and goals outlining the impact of the programme.

### 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)**

The report adheres to the well-being objective in the Corporate Plan.

The summary of impacts for this report has been categorised as low. However, the accumulative programme during delivery will have a higher impact, for this reason each project/system/service touched on within the programme will have an independent IIA

completed as part of the development process recognising the impact on people and/or communities.

The new vision “Between 2022 and 2027 Swansea Council will deliver at least the same if not better outcomes for our population and improve our efficiency by making significant changes to the way we work and how our services are designed and delivered” is aligned to the national wellbeing goals.

This report fulfils a commitment to review the Achieving Better Together strategy and goals within the first 100 days and is limited to that. The report proposes that development of the detailed plan and programmes is undertaken over the next four months, aligned to the development of the corporate plan and the MTFP, with a further report to Cabinet in March 2023.

Directors will work with Cabinet Members and partners over the next four months to develop a single coherent transformation plan for the council which supports the vision, brings together key corporate and service transformation programmes, and aligns to regional and national plans.

(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.

<b>Screening completed by:</b>
<b>Name: Marlyn Dickson</b>
<b>Job title: Strategic Change Programme Manager</b>
<b>Date: 24/10/2022</b>
<b>Approval by Head of Service:</b>
<b>Name:</b>
<b>Position:</b>
<b>Date:</b>

Please return the completed form to [accesstoservices@swansea.gov.uk](mailto:accesstoservices@swansea.gov.uk)



## Audit Wales Work Programme and Timetable – City and County of Swansea Council

**Quarterly Update: 30 September 2022**

### Annual Audit Summary

Description	Timetable	Status
A report summarising completed audit work since the last Annual Audit Summary, which was issued in March 2022.	March 2022	Completed <a href="#">City and County of Swansea Council Annual Audit Summary 2021</a>

### Financial Audit work

Description	Scope	Timetable	Status
<b>Audit of the Council's 2020-21 statement of accounts</b>	To provide an opinion on the 'truth and fairness' of the Council's financial statements for the financial year ended 31 March 2022	February to December 2022	Final audit to commence when draft financial statements received.
<b>Audit of Swansea Pension Fund 2021-22 statement of accounts</b>	To provide an opinion on the 'truth and fairness' of the Pension Fund's financial statements for the financial year ended 31 March 2022.	April to November 2022	Final audit in progress

Description	Scope	Timetable	Status
<p><b>Certification of Grant returns for financial year 2021-22:</b></p> <ul style="list-style-type: none"> <li>• Housing Benefit Subsidy</li> <li>• Non Domestic Rates</li> <li>• Teachers' Pension Contributions</li> </ul>	<p>Certification that nothing has come to our attention to indicate that the return is:</p> <ul style="list-style-type: none"> <li>• Not fairly stated</li> <li>• Is not in accordance with the relevant terms and conditions</li> </ul>	<p>In line with certification deadlines October to December 2022</p>	<p>Audit to commence October 2022</p>

## Performance Audit work

2021-22 Performance audit work	Scope	Timetable	Status
<b>Well-being of Future Generations Act (Wales) 2015 (WFG Act) examinations</b>	We will seek to integrate the delivery of our WFG examinations of steps to deliver well-being objectives with our other audit work. We will discuss this with the Council as we scope and deliver the audit projects listed in this plan.	N/A	N/A
<b>Improvement reporting audit</b>	Audit of discharge of duty to publish an assessment of performance.	December 2021	Complete

2021-22 Performance audit work	Scope	Timetable	Status
<b>Assurance and Risk Assessment</b>	<p>Project to identify the level of audit assurance and/or where further audit work may be required in future years in relation to risks to the Council putting in place proper arrangements to secure value for money in the use of resources. At Swansea Council the project is likely to focus on:</p> <ul style="list-style-type: none"> <li>• Financial position</li> <li>• Self-assessment arrangements</li> <li>• Recovery planning</li> <li>• Implications of the Local Government and Elections (Wales) Act</li> <li>• Carbon reduction plans</li> </ul>	Ongoing	<p>Partly complete :</p> <p>Published <a href="#">ARA progress update letter</a> summarising Implications of the Local Government and Elections (Wales) Act, and Self-Assessment arrangements.</p> <p>Drafted Carbon Reduction plans summary – awaiting Council comments</p> <p>Drafting Financial Position</p> <p>Drafting Recovery Planning (see also local risk work too)</p>

2021-22 Performance audit work	Scope	Timetable	Status
<b>Springing Forward – Examining the building blocks for a sustainable future</b>	<p>As the world moves forward, learning from the global pandemic, this review looks at how effectively councils are strengthening their ability to transform, adapt and maintain the delivery of services, including those delivered in partnership with key stakeholders and communities.</p>	<p>Autumn 2021 onwards</p>	<p>Drafting</p>
<p><b>Local risk work :</b></p> <p><b>‘Achieving Better Together’ Transformation – A local project to ‘review’ new transformation arrangements</b></p>	<p>The focus of the work is real time working alongside the Council in taking forward its new transformation arrangements to:</p> <ul style="list-style-type: none"> <li>• Remobilise the Council</li> <li>• Refocus the Council to be efficient and effective in delivering its Corporate Plan and current priorities</li> <li>• Reshape to look beyond the next two years in setting out its new Corporate Plan building on ‘Sustainable Swansea – fit for the future’</li> </ul> <p>We have worked alongside the Council as it further develops its recovery plan as a ‘critical friend’ and in</p>	<p>Ongoing</p>	<p>Drafting</p>

2021-22 Performance audit work	Scope	Timetable	Status
	learning from and sharing practice and assurance and insight.		

2022-23 Performance audit work	Scope	Timetable	Status
<b>Assurance and Risk Assessment</b>	<p>Project to identify the level of audit assurance and/or where further audit work may be required in future years in relation to risks to the Council putting in place proper arrangements to secure value for money in the use of resources and acting in accordance with the sustainable development principle.</p> <p>The project is likely to focus in particular on:</p> <ul style="list-style-type: none"> <li>• Financial position</li> <li>• Capital programme management</li> <li>• Use of performance information – with a focus on service user feedback and outcomes</li> <li>• Setting of well-being objectives</li> <li>• Any other local areas of focus that arise as part of our Assurance and Risk Assessment work</li> </ul>	March 2022	Ongoing

2022-23 Performance audit work	Scope	Timetable	Status
<b>Thematic Review – Unscheduled Care</b>	A cross-sector review focusing on the flow of patients out of hospital. This review will consider how the Council is working with its partners to address the risks associated with the provision of social care to support hospital discharge, as well as prevent hospital admission. The work will also consider what steps are being taken to provide medium to longer-term solutions.	August 2022 – February 2023	Fieldwork
<b>Thematic review – Digital</b>	This project is being scoped with further details of the specific focus of the review to be confirmed.	To be confirmed.	Scoping

## Local government national studies planned/in progress

Study	Scope	Timetable	Status	Fieldwork planned at City and County of Swansea Council
<b>Poverty</b>	Understanding how local authorities ensure they deliver their services to minimise or reduce poverty	Autumn 2021 – Autumn 2022	Clearance – publication October 2022.	Yes – interview with nominated officer at the Council.
<b>Social Enterprises</b>	Review of how local authorities are supporting and utilising social enterprises to deliver services	Autumn 2021 – Autumn 2022	Clearance – publication November 2022.	Yes – interview with nominated officer at the Council.
<b>Building Social Resilience and Self reliance</b>	Review of how local authorities can build greater resilience in communities	Autumn 2021 – Autumn 2022	Report drafting.	Yes – interview with nominated officer at the Council.
<b>Building safety</b>	Review of how well local authorities are delivering their responsibilities for building safety	September 2022 – August 2023	Project initiation.	Yes – interview with nominated officer at the Council and survey.



Study	Scope	Timetable	Status	Fieldwork planned at City and County of Swansea Council
<b>Planning for sustainable development – Brownfield regeneration</b>	Review of how local authorities are promoting and enabling better use of vacant non-domestic dwellings and brownfield sites	October 2022 – September 2023	Project development.	Yes – interview with nominated officer at the Council and survey.
<b>Corporate Joint Committees</b>	Assessing CJsCs' progress in developing their arrangements to meet their statutory obligations and the Welsh Government's aim of strengthening regional collaboration.	September 2022 – January 2023	Setting up fieldwork.	Yes – We are exploring the Council's perspective via our routine liaison meetings. Fieldwork includes interviews with the chief executive, director of finance and chair of each of the four CJsCs.

## Estyn

Estyn planned work 2022-23	Scope	Timetable	Status
<b>Local Government Education Services Inspections</b>	<p>Estyn inspected Anglesey and Swansea local government education services during the summer term. The reports were published in August and early September. Estyn carried out a post-inspection improvement conference in Torfaen in September and will be monitoring Pembrokeshire local authority in early October. Estyn has updated the inspection guidance to reflect a greater emphasis on socio-economic disadvantage and inequity and to make minor tweaks in response to feedback from inspections in 2021-22.</p>	<p>Inspection guidance review – July. Published on website September 1.</p>	<p>N/A</p>
<b>Curriculum reform thematic review</b>	<p>The Welsh Government has also asked Estyn to review the school improvement services in south-west Wales.</p>	<p>Evidence collecting in June/July – findings presented to the Welsh Government in September.</p>	<p>N/A</p>

## Care Inspectorate Wales (CIW)

CIW planned work 2022-23	Scope	Timetable	Status
<b>Programme 2022-23</b>	We continue to test and evaluate our revised approach – including assurance checks, improvement checks, and performance evaluation inspections (PEIs). This will result in a revised operating framework for inspection and a revised code of practice.	April 2022– March 2023	In progress
<b>Joint work</b>	<p>We continue to work with partners, sharing information and intelligence including completing joint reviews.</p> <p>We currently are working in collaboration with HIW for a national review of the stroke pathway and CMHT inspections.</p>	Current	In progress
<b>Deprivation of Liberty Safeguards Annual Monitoring Report for Health and Social Care 2021-22</b>	Following the publication of the 2020-21 report, planning is underway for the next report's publication date to be confirmed.	Publication to be confirmed.	Drafting/data collecting.
<b>Annual meeting with Statutory Directors of Social Services</b>	CIW will meet with all Directors of Social Services.	December 2022 and January 2023	Planning

CIW planned work 2022-23	Scope	Timetable	Status
<p><b>National review of care planning for children and young people subject to the Public Law Outline pre-proceedings</b></p>	<p>Purpose of the review</p> <p>To provide external scrutiny, assurance and to promote improvement regarding the quality of practice in relation to the care planning for children and young people subject to the public law outline pre-proceedings.</p> <p>To consider the extent to which practice has progressed since the publication of both the CIW 'National Review of care planning for children and young people subject to public law outline pre proceedings' and the publication of the PLO working group report 2021 including best practice guidance.</p>	<p>September 2022</p>	<p>Planning/surveying</p>
<p><b>Joint inspection child protection arrangements</b></p>	<p>Cross-inspectorate approach. Areas to be determined. We will complete a further four multi-agency joint inspections.</p> <p>We will publish a national report in late 2023.</p>	<p>Autumn 2022 – Spring 2023</p>	<p>Planning</p>

CIW planned work 2022-23	Scope	Timetable	Status
<b>Cafcass assurance check</b>	<p>CIW will continue to develop its approach to inspection and review of Cafcass Cymru. We have published its first assurance check letter.</p> <p>We will evaluate our approach and will consult on our revised approach in late 2022. This will result in a revised operating framework for inspection and the code of practice.</p>	September – December 2022	Planning

## Audit Wales national reports and other outputs published since January 2022

Report title	Publication date and link to report
Equality Impact Assessments: More than a Tick Box Exercise?	<a href="#">September 2022</a>
Welsh Government – setting of well-being objectives	<a href="#">September 2022</a>
Welsh Government workforce planning and management	<a href="#">September 2022</a>
NHS Wales Finances Data Tool – up to March 2022	<a href="#">August 2022</a>
Public Sector Readiness for Net Zero Carbon by 2030: Evidence Report	<a href="#">August 2022</a>

Report title	Publication date and link to report
Public Sector Readiness for Net Zero Carbon by 2030	<a href="#">July 2022</a>
Sustainable Tourism in Wales' National Parks	<a href="#">July 2022</a>
Third Sector COVID-19 Response Fund – Memorandum for the Public Accounts and Public Administration Committee	<a href="#">July 2022</a>
The Welsh Community Care Information System – update	<a href="#">July 2022</a>
Tackling the Planned Care Backlog in Wales – and waiting times data tool	<a href="#">May 2022</a>
The new Curriculum for Wales	<a href="#">May 2022</a>
Unscheduled care – data tool and commentary	<a href="#">April 2022</a>
Direct Payments for Adult Social Care	<a href="#">April 2022</a>
Local Government Financial Sustainability data tool	<a href="#">February 2022</a>
Joint Working Between Emergency Services (including data tool)	<a href="#">January 2022</a>

## Audit Wales national reports and other outputs (work in progress/planned)<sup>1</sup>

Title	Anticipated publication date
Welsh Government accounts commentary 2020-21 <sup>2</sup>	September/October 2022
Collaborative arrangements for managing local public health resources	October 2022
National Fraud Initiative (summary report)	October 2022
Cyber resilience follow-up (learning from cyber-attacks)	October 2022
Flood risk management	November 2022
Orthopaedic services	November 2022
Quality governance in the NHS	November 2022

<sup>1</sup> We will continue to keep our plans under constant review, taking account of the evolving external environment, our audit priorities, the context of our own resourcing and the capacity of audited bodies to engage with us. This includes maintaining some flexibility so that we can respond to developments in Welsh Government policy and areas of possible interest for the Public Accounts and Public Administration Committee. On 22 September, we published an article to our website providing an [update on the development of the Auditor General's work programme](#) following our consultation in spring 2022. We will be bringing some additional new work into our programme during the rest of 2022-23.

<sup>2</sup> To include commentary on issues raised in the Auditor General's report on the accounts concerning a payment made to the former Permanent Secretary and COVID-19 business support.

Title	Anticipated publication date
Digital inclusion	November/December 2022
Affordable housing	To be confirmed

## Good Practice Exchange events and resources

Title	Link to resource
<p>Tackling poverty in Wales: responding to the challenge – this shared learning event will bring people together from across public services to share ideas, learning and knowledge on how organisations can respond to the challenges caused by poverty. We will share examples of approaches being taken by organisations within Wales and across the UK.</p>	<p><a href="#">Tackling Poverty: Cardiff event</a></p> <p><a href="#">Tackling Poverty: Conwy event</a></p>
<p>Direct Payments Provision – a webinar discussing our report on direct payments provision and how they can be a key part in implementing the principles of the Social Service and Well-Being (Wales) Act 2014.</p>	<p><a href="#">Direct Payments Provision webinar recording</a></p>
<p>Responding to the Climate Emergency in Wales – a webinar discussing emerging findings from our baseline review of public bodies’ arrangements to respond to the Welsh Government’s carbon reduction targets for 2030.</p>	



Title	Link to resource
Covid Perspectives – a series of recorded conversations learning how organisations have adapted to the extended period of uncertainty following the initial COVID emergency.	<a href="#">Covid Perspectives: Engagement and Communications</a>

## Recent Audit Wales blogs

Title	Publication date
<a href="#">Cost of living and putting away the bayonet</a>	21 September 2022
<a href="#">Heat is on to tackle Climate Change</a>	18 August 2022
<a href="#">Direct Payments in Wales</a>	15 June 2022
<a href="#">Unscheduled Care in Wales – a system under real pressure</a>	21 April 2022
<a href="#">Skills Competition Wales</a>	18 February 2022
<a href="#">Cyber resilience – one year on</a>	9 February 2022
<a href="#">Helping to tell the story through numbers</a> (Local government financial sustainability data tool)	3 February 2022
<a href="#">Call for clearer information on climate change spending</a>	2 February 2022

Title	Publication date
<u>Actions speak louder than words</u> (Building social resilience and self-reliance in citizens and communities)	14 January 2022

# Agenda Item 12



## Report of the Head of Democratic Services

Governance & Audit Committee – 14 December 2022

### Governance & Audit Committee Action Tracker Report

<b>Purpose:</b>	This report details the actions recorded by the Governance & Audit Committee and response to the actions.
<b>Report Author:</b>	Jeremy Parkhouse
<b>Finance Officer:</b>	N/A
<b>Legal Officer:</b>	N/A
<b>Access to Services Officer:</b>	N/A
<b>For Information</b>	

#### 1. Introduction

- 1.1 During the course of Governance & Audit Committee meetings various actions may be decided which are recorded on the minutes of the meetings.
- 1.2 As agreed in 2016/17 an Action Tracker process was put in place to ensure transparency over the outcomes of actions agreed by Committee.
- 1.3 The Action Tracker records the actions agreed by the Governance & Audit Committee and provides an outcome for each action.
- 1.4 The up to date Action Tracker 2022/23 is attached at Appendix 1.
- 1.5 The Action Tracker is regularly updated and any completed actions will be marked 'Completed' and coloured in grey.
- 1.6 The Action Tracker is reported to each Governance & Audit Committee meeting for information.

## **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.

2.1.1 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'.

2.1.2 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.

2.2 There are no 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 associated with this report.

**Background Papers:** None

### **Appendices:**

Appendix 1 Governance & Audit Committee Action Tracker 2022/23 (Closed actions removed).

### Governance & Audit Committee - Action Tracker 2021/2022

Date of Meeting	Minute Ref	Action	Nominated Officer(s)	Status
09/11/22	62	<b>Governance &amp; Audit Committee Work Plan 2022/23</b>		
		The Chair confirmed that the Annual Review of Performance would be reported to the Committee in December.	Richard Rowlands / Jeremy Parkhouse	<b>Closed</b> Report included on the agenda for 14/12/22.
		The Chair referred to the CIPFA new guidance model and added that she had asked the Chief Legal Officer to look at the Committee's terms of reference to see if changes were required.	Tracey Meredith / Chair	<b>Ongoing</b>
		The Chair had asked the Chief Auditor to examine a CIPFA questionnaire which would allow the Committee to examine its effectiveness.	Simon Cockings / Ben Smith / Chair	<b>Ongoing</b> The questionnaire has been forwarded to the Chair for consideration. The committee will need to determine how it wishes to undertake the performance review, with either Democratic Services or Audit Wales facilitating the review as has been the case in the past.
09/11/22	60	<b>Social Services Directorate: Internal Control Environment 2022/23</b>		
		The Chair requested that the Quarter 3 Risk report includes the directorate level risks for Social Services in order to provide the Committee with assurance.	David Howes / Richard Rowlands	<b>Ongoing</b> Details to be provided in the Corporate Risk Overview Quarter 3 2022/23 report in February 2023.
09/11/22	58	<b>Corporate Risk Overview Quarter 2 2022/23</b>		
		The Chair stated that she had discussed enhancing the report with the Interim Director of Corporate Services, particularly risk assessment methodology.	Chair / Ness Young	<b>Closed</b> The risk assessment methodology is being updated and will be provided in the quarter 3 report.
09/11/22		The Chair requested that details of jobs created by the City Deal be forwarded to the Committee.	Martin Nicholls	<b>Closed</b> Response circulated on 5 December 2022. Future issues will be a matter for the Regional Governance & Audit Committee.

09/11/22	57	<b>Moderate Report – Destination Lettings 2022/23</b>		
		Ensuring that the processes put in place by Officers are effective and a future update being provided.	Sue Reed / Jamie Rewbridge	<b>Ongoing</b> Update report added to the Work Plan for 12/04/23.
09/11/22	56	<b>Internal Audit Monitoring Report Quarter 2 2022/23</b>		
		The Chair asked if audit could include 'performance' into the scope of their Corporate Governance review. The Principal Auditor stated that the review of Corporate Governance would be reported later in the financial year.	Simon Cockings / Nick Davies	<b>Ongoing</b> Consideration will be given to include 'performance monitoring' elements as part of the Corporate Governance review. Note also that as advised by the Strategic Delivery & Performance Manager, Audit Wales periodically review performance monitoring arrangements within the Council and will report finding back to the committee in due course.
		The Chair highlighted the escalating costs in respect of the Oracle Cloud project and queried when it would be reviewed. The Principal Auditor stated that he would liaise with the appropriate staff regarding starting the Oracle Cloud review and update the Committee.	Simon Cockings / Nick Davies	<b>Ongoing</b> Meeting has been arranged for the 15 <sup>th</sup> December with the Director of Resources and Head of Digital and Customer Services to agree the scope of the review, with a view to commencing the audit in quarter 4.
09/11/22	55	<b>Minutes</b>		
		Minute No.51 – Joint Presentation – Coming Out of Covid  Amend the last paragraph to: - The Chair thanked the Officers for providing the presentation and noted that the findings were positive but the sample size required further expanding for the Committee to have assurance.	Jeremy Parkhouse	<b>Closed</b> Action completed.
12/10/22	53	<b>Governance &amp; Audit Committee Work Plan</b>		
		The Committee also requested that the Annual Review of Performance 2021-22 be reported to the next meeting on 9 November 2022, whilst being mindful of the number of items being reported to each meeting.	Ness Young / Richard Rowlands / Jeremy Parkhouse	<b>Closed</b> Added to the agenda for 14 December 2022.

27/09/22	47	<b>Governance &amp; Audit Committee Work Plan 2022-2023</b>		
		Public Participation Strategy to be reported to a future meeting.	Huw Evans	<b>Ongoing</b> The Public Participation Strategy has been translated and will be the subject of formal consultation (organised by Rhian Millar) shortly (week commencing 24/10/22). This will last 4 weeks. Consultation responses will be considered and added to the Council report. The aim is to get the report to December or January Council, it depends on date we actually go to consult and the number and complexity of any responses.
27/09/22	43	<b>Annual Review of Performance 2021-22.</b>		
		Item deferred to a future meeting to allow the report to proceed through the Scrutiny process prior to being reported to a future Governance & Audit Committee.	Richard Rowlands	<b>Closed</b> Added to the agenda for 14 December 2022.
27/09/22	41	<b>Employment of Agency Staff Audit Report 2019/20 - 2022 Update</b>		
		Provision of details of agency workers employed for more than 12 months in a future report.	Adrian Chard	<b>Ongoing</b> Work commenced to review and report back to Committee. Added to the Work Plan for February 2023.
		Provision of details of high usage of agency workers against high sickness levels in a future report.	Adrian Chard	<b>Ongoing</b> Work commenced to review and report back to Committee. Added to the Work Plan for February 2023.
		Provision of details of agency worker figures from the amalgamated Parks and Cleansing Services.	Adrian Chard	<b>Ongoing</b> Work commenced to review and report back to Committee. Added to the Work Plan for February 2023.
27/09/22	40	<b>Absence Management Audit Report Update</b>		
		Provision of additional details including reasons in relation to sickness within the Social Services Directorate.	Adrian Chard	<b>Ongoing</b> Work commenced to review and report back to Committee. Added to the Work Plan for February 2023.
27/09/22		The Chair requested that an evaluation of the effectiveness of Occupational Health be completed.	CMT	<b>Ongoing</b> CMT have considered the matter at their meeting on the 30 November 2022 and will be reviewing the end to end absence

				process including the role carried out by Occupational Health. The timeline is expected to be completed by the end of September 2023. The lead officer is Rachael Davies – Head of HR & Service Centre.
31/05/22	7	<b>Draft Annual Governance Statement 2021/22</b>		
		The Annual Governance Statement be agreed and subject to the amendments highlighted by the Committee being added, be forwarded to Council for approval as part of the Statement of Accounts.	Ben Smith	<b>Ongoing</b> Statement of Accounts to be approved by Council. Closure of accounts formally deferred pending national developments on accounting code of practice and Audit Wales approach to all Councils (predominantly balance sheet valuation matters). Draft signed accounts with Audit Wales and audit underway.
12/04/22	93	<b>Audit Wales Report – City &amp; County of Swansea Annual Audit Summary 2021</b>		
		The Committee requested that an update be provided regarding the current position of discussions. He added that a joint Council & AW note would be circulated to the Committee regarding progress made.	Ben Smith	<b>Ongoing</b> Historic debt delisting from stock exchange achieved in full during 21-22. Detailed work continued during 21-22 with AW locally re historic valuation of assets and reserve split. Position now signed off by AW technical team and considered by S151 evidenced to be not material for 21-22 and thus should fully resolve immediate ongoing qualification issue. Work to be progressed on wider historical tracking back on both sides. Emerging audit issue across all Councils over historic infrastructure asset valuations which raise new qualification risk, but this is a sector wide not Swansea specific risk. Draft signed accounts with Audit Wales and audit underway.



08/03/22	87	<b>Governance &amp; Audit Committee Work Plan</b>		
		The Deputy Chief Executive added that the recent split of the former Resources Directorate into the Finance and Corporate Services Directorates meant that the updates on the control environment reports in respect of both departments would be provided during the next Municipal year.	Ness Young / Richard Rowlands	<b>Ongoing</b> Director's report added to the Work Plan for April 2023.
08/02/22	76	<b>Place: Internal Control Environment 2021/22</b>		
		The Chair referred to Key Performance Indicators (KPI's) and requested additional information be provided in future reports surrounding both positive and negative results, particularly regarding high levels of sickness in Waste, Parks and Cleansing. She requested that assurance be provided regarding high sickness levels and the use of agency staff as cover.	Mark Wade	<b>Ongoing</b> Added to 2022/2023 Work Plan for February 2023.  An additional dedicated Absence Management Resource is being trialled across the Place service areas. One of the early areas targeted was Waste, Parks and Cleansing where absence levels (excluding Covid) reduced from 5.65% to 5.51% over the four months of the trial. The additional resource has now been made permanent and will continue to be rotated around the Place service areas to ensure progress is maintained.
08/02/22	74	<b>Internal Audit Recommendation Follow-Up Report - Quarter 3 2021/22</b>		
		The Chair highlighted that a suitable solution in respect of External Audit Recommendation Tracking should be found as soon as possible in order for the Council to have a far better control of the situation.	Ness Young / Richard Rowlands	<b>Ongoing</b> A software solution will be rolled out during 2022/23.
09/11/21	52	<b>Annual Report Corporate Safeguarding 2020-21</b>		
		The Chair asked that Compliance of Safeguarding training be highlighted in the Risk Register.	Simon Jones / Ness Young	<b>Closed</b> Corporate risk register has been updated to include compliance with safeguarding training and compliance data has been shared with all Heads of Service
13/07/21	17	<b>Audit Wales - Follow Up Review of Corporate Safeguarding Arrangements - Children in Swansea Council</b>		
		<ul style="list-style-type: none"> <li>Future training provision for Councillor School Governors to be provided.</li> </ul>	Helen Morgan- Rees	<b>Closed</b> Update - Safeguarding training is provided for all Councillors (provided on 21/07/22 and scheduled for 08/09/22) as part of their

				<p>induction and training programme which is managed by Democratic Services. The vast majority of Councillors are also school governors. The safeguarding training offer for governors includes the information provided in the Councillor training but also additional information specific to school contexts and the responsibility of governing bodies. This is a more detailed course with a requirement for all governors to undertake this training on a three yearly cycle. If a Councillor undertakes this training as a governor then it supersedes the Councillor training offer. However, if they have not undertaken governor training they should ensure they attend the training offered by Democratic Services. Councillors can also do both if they wish. The training for governors is monitored by the Education Directorate and records provided to Democratic Services as needed.</p>
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# Agenda Item 13



## Report of the Head of Democratic Services

Governance & Audit Committee – 14 December 2022

### Governance & Audit Committee – Work Plan 2022/23

<b>Purpose:</b>	This report details the Governance & Audit Committee Workplan to May 2023.
<b>Report Author:</b>	Jeremy Parkhouse
<b>Finance Officer:</b>	N/A
<b>Legal Officer:</b>	N/A
<b>Access to Services Officer:</b>	N/A
<b>For Information</b>	

#### 1. Introduction

- 1.1 The Governance & Audit Committee Work Plan to May 2023 in Terms of Reference Order is attached at Appendix 1.
- 1.2 The Additional Work programme Governance and Audit Committee as a result of the Local Government and Elections Act is attached at Appendix 2.
- 1.3 The Scrutiny Programme Committee Work Plan 2022/23 is attached at Appendix 3.
- 1.4 The Scrutiny & Monitoring of External Audit / Inspection / Regulatory (AIR) Reports (2022/23) is attached at Appendix 4.
- 1.5 The updated Governance & Audit Committee Terms of Reference is attached at Appendix 5.
- 1.6 The dates included for the meetings in 2022/23 were approved at the Council's Annual Meeting on 24 May 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.

2.1.1 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'.

2.1.2 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.

2.2 There are no impact 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 associated with this report.

**Background Papers:** None.

### **Appendices:**

Appendix 1 - Governance & Audit Committee Work Plan to May 2023 in Terms of Reference Order.

- Appendix 2 - Additional Work Programme - Governance and Audit Committee as a result of the Local Government and Elections Act.
- Appendix 3 - Scrutiny Programme Committee Work Plan 2022/23.
- Appendix 4 - Scrutiny & Monitoring of External Audit / Inspection / Regulatory (AIR) Reports (2022/23).
- Appendix 5 - Governance & Audit Committee Terms of Reference.

Terms of Reference	31 May 2022	June 2022	July 2022	August 2022	September 2022	October 2022	November 2022	December 2022	January 2023	February 2023	March 2023	April 2023
<b>Training</b>	Governance and Audit Committee Induction Training	Training – Organisational Knowledge / Committee Role & Function  Financial management & accounting / External audit / Values of good governance	Corporate complaints and the complaints handling process / Governance / Performance management and performance monitoring and reporting process		Counter fraud			Financial management & accounting / External audit / Values of good governance	Corporate complaints & complaints handling process / Governance / Performance management & performance monitoring & reporting process		Counter fraud	
<b>Governance &amp; Assurance</b>	Election of Chair & Vice Chair  Appointment of Committee Member on Annual Governance Group  Annual Governance Statement 2021/22  Draft Governance & Audit Committee Annual Report		Local Code of Corporate Governance: Framework of Assurance  Overview of Governance & Assurance arrangements - Partnerships & Collaborations  Workforce Strategy Update  Update Report – South West Wales CJC		The Annual Review of Performance 2021-22 (including Self-Assessment Report)  Public Services Ombudsman for Wales Annual letter to the Council for the period 2020-21	Scrutiny Annual Report 2021-22.		Transformation Goals & Strategy Review	Annual Complaints Report	Update on the Council’s transformation programme, including governance  Public Participation Strategy	Council partnerships (Governance)	
<b>Internal Audit</b>	Internal Audit Annual Report	IA Quarter 4 Monitoring Report  Service Centre – Accounts Receivable Update.  FOI/SAR/EIR Audit Update	Annual Report of School Audits 2021-22  Internal Audit Report - Accounts Receivable Action Plan.		IA Recommendation Tracking Report – IA  Q1 Recommendations Tracker  IA Quarter 1 Monitoring Report		IA Q 2 Monitoring Report  Moderate Report – Destination Lettings	IA Recommendation Follow-up Report – Q2  Fundamental Audits – Recommendation Tracker Report  Rechargeable Works		IA Recommendation Tracking Report – Q3  IA Q 3 Monitoring Report  Management of Absence Update  Employment of Agency Staff	IA Annual Plan Methodology Report 2023/24  Draft IA Annual Plan 2023/24	IA Charter 2023/24  IA Strategy & Annual Plan 2023/24  Update - Moderate Report – Destination Lettings

Governance & Audit Committee Workplan 2022/23

Appendix 1

		IA Recommendation Tracking Report Q4			Management of Absence Update			Western Bay Adoption Services & Adoption Allowances				
<b>Risk Management &amp; Performance</b>					Q1 Risk Monitoring Report		Q2 Risk Monitoring Report	The Annual Review of Performance 2021-22 (including Self-Assessment Report)		Q3 Risk Monitoring Report		Q4 Risk Monitoring Report
<b>Counter Fraud</b>			Internal Audit Section – Fraud Function Annual Report 2021/2022  Internal Audit Section – Fraud Function Anti-Fraud Plan for 2022/23					Corporate Fraud – Six Month Update				
<b>Operational matters / key risks</b>			Complaints Report – 6 Month Update.		Update on Internal Control Environment – Director of Education		Update on Internal Control Environment - Director of Social Services / Director of Finance	Delivery of Corporate Priority – Tackling Poverty		Update on Internal Control Environment – Director of Place		Update on Internal Control Environment – Director of Corporate Services
<b>External Audit</b>		Audit Wales Work Programme and Timetable – City and County of Swansea Council.  Audit Wales – 2022 Audit Plan			Audit Wales Work Programme and Timetable – City and County of Swansea Council.  Assurance Risk Assessment (ARA) progress update letter	Joint Presentation - Audit of the Council's coming out of COVID activities		Audit Wales Work Programme and Timetable – City and County of Swansea Council.		External Audit Annual Letter  Public Sector Readiness for Net Zero Carbon by 2030  Audit Wales - Assurance and Risk work - carbon reduction - C&C Swansea	Audit Wales Work Programme and Timetable – City and County of Swansea Council.  Audit Wales Annual Summary	
<b>Financial Reporting</b>												

Reports Carried Over to 2023-2024 Municipal Year

Terms of Reference	Report Title
Governance & Assurance	Appointment of Committee Member on Annual Governance Group

**Additional Work programme Governance and Audit Committee**  
**As a result of the Local Government And Elections Act.**

Across all areas of the work programme, consideration and acknowledgement will be given to the views, feedback and assurance from the scrutiny and performance committees that robust overview and scrutiny has taken place of decisions, policies and proposals and the assurance then given to Audit committee when they are reviewing the area of work in relation to Assurance, risk environment, Regulatory compliance and overall governance.

Area of work	Owner	Frequency  <i>The frequencies are a guide and additional reviews may take place as and when the committee feel necessary.</i>	Month to present to committee
To review the Council's corporate governance arrangements against the good governance framework	Adam Hill / Richard Rowlands	Every 2 years	See Annual Governance Statement
To review the Council's draft annual Self-Assessment Report,	Richard Rowlands	Annual	September.
To review the Council's draft response to the Panel Performance Assessment Report	Richard Rowlands	Once every 4 years	TBC
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	Adam Hill	As and When required	TBC
To review the programme of work from regulators	Richard Rowlands	Annually	TBC



## Appendix 2

To review and assess the authority's ability to handle complaints effectively	Sarah Lackenby	Annual	
To review the Annual Governance Statement prior to approval	Richard Rowlands	Annual	May
To consider the Council's arrangements to secure value for money and review assurances and assessments on the effectiveness of these arrangements.	Richard Rowlands / Adam Hill	Annual	Possibly covered to a degree in the self-assessment report but too early to say.
To consider the Council's framework of assurance	Richard Rowlands / Adam Hill	Annual	See Internal Audit Assurance Map
To monitor the effective development and operation of risk management	Richard Rowlands	Each meeting	Quarterly Overview of Risk Reports
To consider reports on the effectiveness of internal controls and monitor the implementation of agreed actions	Simon Cockings	As and when required	Quarterly Monitoring Reports throughout the year.
To review the assessment of fraud risks and potential harm to the Council from fraud and corruption	Simon Cockings	Every 6 months	Fraud Function Annual Plan – March  Fraud Function Annual Report – July  Fraud Function Half-Year Update Report - November
To monitor the counter fraud strategy, actions and resources	Simon Cockings	Every 6 Months	Fraud Function Annual Plan – March  Fraud Function Annual Report – July

## Appendix 2

			Fraud Function Half-Year Update Report - November
To Receive proposals in relation to the appointment of external providers of internal audit services and to make recommendations	Simon Cockings	as and when	n/a
To review the governance and assurance arrangements for significant partnerships or collaborations	Deputy Chief Executive / Richard Rowlands / Relevant Director	Annual / as and when new Partnerships or collaborations are established	June/July
To approve the internal audit charter and resources	Simon Cockings	Annual	Internal Audit Charter Report – April
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	Simon Cockings	Annual	Internal Audit Annual Report – May
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	Simon Cockings	Every 6 months	Quarterly Monitoring Reports throughout the year.
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	Simon Cockings	Annual	Internal Audit Annual Report – May

## Appendix 2

To consider any impairments to independence or objectivity arising from additional roles or responsibilities outside of internal auditing of the Chief Internal Auditor. <b>To approve and periodically review safeguards to limit such impairments</b>	Simon Cockings	Annual	Internal Audit Charter Report – April
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	Simon Cockings	As and when	Quarterly Monitoring Reports throughout the year.
To consider reports dealing with the management and performance of the providers of internal audit services	Simon Cockings	As and when required	Quarterly Monitoring Reports throughout the year.
To consider a report from internal audit on agreed recommendations not implemented within a reasonable timescale.	Simon Cockings	Quarterly	Quarterly Monitoring Reports throughout the year.
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 year	Simon Cockings	Every 5 Years	Internal Audit Annual Report – May
To consider the external auditor's annual letter, relevant reports, and to those charged with governance.	Ben Smith	Annual	External Auditor's annual letter – July

## Appendix 2

To review the annual statement of accounts.	Ben Smith	Annual	Report of S151 officer including Statement of Accounts – July
To consider the external auditor's report to those charged with governance on issues arising from the audit of the accounts	Ben Smith	Annual	External Audit Annual Report - July
To publish an annual report on the work of the committee.	Paula O'Connor	Annual	Draft Audit Committee Annual Report – May

## Scrutiny Programme Committee – Work Plan 2022/23

ACTIVITY	19 Jul 2022	16 Aug 2022	13 Sep 2022 CANCELLED	18 Oct 2022	15 Nov 2022	13 Dec 2022
<b>Scrutiny Work Programme</b>	Agreement of Scrutiny Work Programme	Draft Scrutiny Annual Report 2021/22				
<b>Cabinet Member Portfolio Responsibility Q &amp; A Sessions</b>		Archives / Community Hub (CM for Equalities & Culture)	Fly Tipping (CM for Community Services)	Scrutiny of Swansea Public Services Board	Fly Tipping (CM for Community Services)	Homelessness (CM for Service Transformation)
<b>Other Cabinet Member / Officer Reports</b>					Annual Corporate Safeguarding Report (CM for Care Services / Director of Social Services)	Delivery of Corporate Priority – Tackling Poverty (annual item) (Leader / CM for Wellbeing)
<b>Scrutiny Performance Panel Progress Reports</b>						
<b>Pre-decision Scrutiny</b>				Oracle Project Investment Update		
<b>Final Scrutiny Inquiry Reports / Follow Up on Scrutiny Recs.</b>					Follow Up: Scrutiny Working Group - Workforce (CM for Corporate Services & Performance)	

<b>ACTIVITY</b>	<b>17 Jan 2023</b>	<b>14 Feb 2023</b>	<b>14 Mar 2023</b>	<b>18 Apr 2023</b>	<b>16 May 2023</b>	<b>June 2023</b>
<b>Scrutiny Work Programme</b>					Work Programme Review	Work Planning Conference
<b>Cabinet Member Portfolio Responsibility Q &amp; A Sessions</b>	Leader / Economy, Finance & Strategy (incl. focus on Policy Commitments / Council Priorities; Recovery & Transformation Plan; Council Budget)	Houses in Multiple Occupation (CM for Corporate Services & Performance)			Parks (CM for Investment, Regeneration & Tourism)	
<b>Specific Cabinet Member / Officer Reports</b>		Scrutiny of Public Services Board (Draft Local Well-being Plan)	Children & Young People's Rights Scheme (annual report) (CM for Care Services / Education & Learning)	Crime & Disorder Scrutiny - Safer Swansea Community Safety Partnership		
<b>Scrutiny Performance Panel Progress Reports</b>	<ul style="list-style-type: none"> <li>• Service Improvement &amp; Finance</li> <li>• Education</li> </ul>	Adult Services	Child & Family Services	Development & Regeneration	Climate Change & Nature	
<b>Pre-decision Scrutiny</b>						
<b>Final Scrutiny Inquiry Reports / Follow Up on Scrutiny Recs.</b>			Follow Up on Bus Services Working Group recommendations (CM for Environment & Infrastructure)			

Other topics to schedule:

- Cabinet Member Q & A: Community Growing (Cabinet Member for Community Support); Community Groups, Engagement & Development (Cabinet Member for Community Support)
- Audit / Scrutiny Relationship – Discussion w/ Chair of Governance & Audit Committee
- Periodic 'Scrutiny Dispatches Impact Reports'

## **Scrutiny & Monitoring of External Audit / Inspection / Regulatory Reports (2022/23)**

The Chair of the Governance & Audit Committee and Chair of the Scrutiny Programme Committee decide between them the route that specific reports should take, i.e., whether reported to and monitored by G & A Committee or SPC, as deemed appropriate.

External reports that are relevant for Scrutiny are allocated either to the Scrutiny Programme Committee or referred to relevant Scrutiny Performance Panels and scheduled for discussion, as appropriate.

When a report has been issued to the Council and is available for Scrutiny, the relevant Scrutiny Chair / Convener is made aware, and it can be highlighted to Committee / Panel members within the next available meeting agenda.

Reporting to Scrutiny will typically require relevant Cabinet Members / Officers to attend meetings to discuss implications and present action plans along with statements about progress. Scrutiny Officers will engage with relevant Cabinet Members / Officers to forward plan the scheduling of Committee / Panel discussion at the right time, e.g., with a response / action plan (showing any progress to date), making the best use of time given pressure on scrutiny work plans / workloads.

The Committee / Panel can then receive assurance from Council leads about their response to any external reports and provide challenge to ensure improvement, making observations, and arranging further monitoring as necessary.

Depending on content, every report may not require the same level of involvement and consideration (given degree of importance or interest) therefore it will be up to relevant scrutiny lead member(s) to determine best approach in dealing with relevant reports. In certain cases, the Committee / Panel may take an exceptional approach to reports, e.g., being provided with information outside of meetings and only scheduling for discussion at a meeting with relevant Cabinet Member / Officer where there are specific issues, concerns about action / progress. Flexible approaches will relieve pressure on workloads and ensure best use of time and resources.

The Governance & Audit Committee is provided with a log of reports being dealt with by Scrutiny so that it can maintain an oversight of monitoring and be assured that reports are being effectively followed up.



<b>Report Title</b>	<b>Type of Report</b>	<b>Lead Cabinet Portfolio</b>	<b>Scrutiny Committee / Performance Panel</b>	<b>Report to Scrutiny</b>	<b>Monitoring by Scrutiny Complete (YES / NO?)</b>
<a href="#"><u>Direct Payments for Adult Social Care</u></a> (published April 2022)	Audit Wales (National)	Care Services	Adult Services Panel	8 November 2022	YES
<a href="#"><u>Public Sector Readiness for Net Zero Carbon by 2030</u></a> (July 2022)	Audit Wales (National)	Service Transformation	Climate Change & Nature Panel	10 January 2023	
<a href="#"><u>A report on education services in City and County of Swansea</u></a> (September 2022)	Estyn	Education & Learning	Education Panel	27 October 2022	YES
<a href="#"><u>Equality Impact Assessments: more than a tick box exercise?</u></a> (September 2022)	Audit Wales (National)	Equalities & Culture	Service Improvement & Finance	17 January 2023	
<a href="#"><u>'Time for Change' – Poverty in Wales</u></a> (November 2022)	Audit Wales (National)	Economy, Finance & Strategy AND Well-being	Scrutiny Programme Committee	13 December 2022	

**NOTE:**

Estyn: All individual School Estyn Inspection outcome summaries and links to full reports are included in Education Scrutiny Performance Panel agendas for information / awareness. The Panel will follow up on any where there are concerns and some when good practice has been highlighted.

## **Governance & Audit Committee – Terms of Reference**

### **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 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.

### **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.
- 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.
- 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.
- 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.

### **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.