



Dinas a Sir Abertawe

Hysbysiad o Gyfarfod

Fe'ch gwahoddir i gyfarfod

Y Cabinet

Lleoliad: Cyfarfod Aml-Leoliad - Ystafell Gloucester, Neuadd y Ddinas / MS Teams

Dyddiad: Dydd Iau, 20 Hydref 2022

Amser: 10.00 am

Cadeirydd: Cynghorydd Rob Stewart

Aelodaeth:

Cynghorwyr: C Anderson, R Francis-Davies, L S Gibbard, H J Gwilliam, D H Hopkins, E J King, A S Lewis, A Pugh, R V Smith a/ac A H Stevens

Gwyllo ar-lein: <https://bit.ly/3SSunar>

Gweddarlledu: Gellir ffilmio'r cyfarfod hwn i'w ddarlledu'n fyw neu'n ddiweddarach drwy wefan y cyngor. Drwy gymryd rhan, rydych yn cytuno i gael eich ffilmio ac i'r delweddau a'r recordiadau sain hynny gael eu defnyddio at ddibenion gweddarlledu a/neu hyfforddiant o bosib.

Mae croeso i chi siarad Cymraeg yn y cyfarfod.

Dywedwch wrthym erbyn canol dydd, ddeuddydd cyn y cyfarfod.

Agenda

Rhif y Dudalen.

1. Ymddiheuriadau am absenoldeb.

2. Datgeliadau o fuddiannau personol a rhagfarnol.

www.abertawe.gov.uk/DatgeluCysylltiadau

3. Cofnodion.

Cymeradwyo a llofnodi cofnodion y cyfarfod(ydd) blaenorol fel cofnod cywir.

1 - 9

4. Cyhoeddiadau Arweinydd y Cyngor.

5. Cwestiynau gan y cyhoedd.

Gellir cyflwyno cwestiynau'n ysgrifenedig i'r Gwasanaethau Democratiaid Democratiaeth@abertawe.gov.uk hyd at ganol dydd y diwrnod cyn y cyfarfod. Bydd cwestiynau ysgrifenedig yn cael eu blaenoriaethu. Gall y cyhoedd ddod a gofyn cwestiynau'n uniongyrchol os bydd amser. Rhaid i gwestiynau fod yn berthnasol i'r eitemau ar ran agored yr agenda ac ymdrinnir â nhw o fewn cyfnod o 10 munud.

6.	Hawl i holi cynghorwyr.	
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** Gweithdrefn Galw i Mewn - Testun Craffu cyn Penderfynu: Mae'r penderfyniad hwn yn rhydd o Weithdrefn Galw i Mewn yr awdurdod gan fod "y penderfyniad wedi bod yn destun Craffu Cyn Penderfynu ac ni fu unrhyw newid pwysig i wybodaeth/dystiolaeth berthnasol".*

Cyfarfod Nesaf: Dydd Iau, 17 Tachwedd 2022 ar 10.00 am



Huw Evans
Pennaeth Gwasanaethau Democraidd
Dydd Mercher, 12 Hydref 2022

Cyswllt: Gwasanaethau Democraidd - Ffon: (01792) 636923

Agenda Item 3.



City and County of Swansea

Minutes of the **Cabinet**

Multi-Location Meeting - Gloucester Room, Guildhall / MS

Teams

Thursday, 8 September 2022 at 10.00 am

Present: Councillor R C Stewart (Chair) Presided

Councillor(s)

C Anderson
D H Hopkins
R V Smith

Councillor(s)

L S Gibbard
E J King
A H Stevens

Councillor(s)

H J Gwilliam
A S Lewis

Officer(s)

Allison Lowe
Tracey Meredith
Martin Nicholls
Ben Smith

Democratic Services Officer
Chief Legal Officer / Monitoring Officer
Interim Chief Executive
Director of Finance / Section 151 Officer

Also present

Councillor(s): C A Holley

Apologies for Absence

Councillor(s): R Francis-Davies and A Pugh

32. 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.

33. Announcements of the Leader of the Council.

The Leader of Council made no announcements.

34. Exclusion of the Public.

Cabinet were requested to exclude the public from the meeting during consideration of the item(s) of business identified in the recommendations to the report(s) on the grounds that it / they involve the likely disclosure of exempt information as set out in the exclusion paragraph of Schedule 12A of the Local Government Act 1972, as amended by the Local Government (Access to Information) (Variation) (Wales) Order 2007 relevant to the items of business set out in the report(s).

Cabinet considered the Public Interest Test in deciding whether to exclude the public from the meeting for the item of business where the Public Interest Test was relevant as set out in the report.

Resolved that the public be excluded for the following item(s) of business.

(Closed Session)

35. Councillors' Question Time.

Councillor C A Holley asked a number of questions in relation to minute number 36 "Acquisition, Swansea City Centre" and minute number 37 "Skyline: New Leisure Proposal for Swansea".

The Leader of the Council and the Section 151 Officer responded accordingly.

36. Acquisition, Swansea City Centre.

The Cabinet Member for Investment, Regeneration & Tourism submitted a report that sought consideration of the acquisition of the former Debenhams unit in the Quadrant to support the recovery of the city centre and sought budget authorisation to add the project to the Capital Programme in line with the Financial Procedure Rules.

Resolved that the recommendations as detailed in the report be approved.

37. Skyline: New Leisure Proposal for Swansea.

The Cabinet Member for Investment, Regeneration & Tourism submitted a report that sought approval of the scheme and its financial implications, including a financial grant and repayable loan to support the delivery of the Skyline scheme in accordance with Financial Procedures Rules and to commit and authorise the scheme onto the Capital Programme to comply with Financial Procedure Rule 7.3 "Capital Programming and Appraisals".

Resolved that the recommendations as detailed in the report be approved.

The meeting ended at 10.36 am

Chair

Call In Procedure – Relevant Dates	
Minutes Published:	8 September 2022
Call In Period Expires (3 Clear Working Days after Publication):	23.59 on 13 September 2022
Decision Comes into force:	14 September 2022



City and County of Swansea

Minutes of the **Cabinet**

Multi-Location Meeting - Gloucester Room, Guildhall / MS

Teams

Thursday, 29 September 2022 at 11.00 am

Present: Councillor R C Stewart (Chair) Presided

Councillor(s)
R Francis-Davies
A S Lewis

Councillor(s)
D H Hopkins
R V Smith

Councillor(s)
E J King
A H Stevens

Officer(s)
Huw Evans
Allison Lowe
Tracey Meredith
Martin Nicholls
Ben Smith

Head of Democratic Services
Democratic Services Officer
Chief Legal Officer / Monitoring Officer
Interim Chief Executive
Director of Finance / Section 151 Officer

Also present

Councillor(s): C A Holley, C L Philpott

Apologies for Absence

Councillor(s): C Anderson, L S Gibbard, H J Gwilliam and A Pugh

38. Disclosures of Personal and Prejudicial Interests.

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

- 1) Councillors R Francis-Davies & R V Smith declared a Personal & Prejudicial Interest in Minute 52 "Leisure Partnerships Financial Support 2022/2023" and withdrew from the meeting prior to its consideration.

39. Minutes.

Resolved that the Minutes of the meeting(s) listed below be approved and signed as a correct record:

- 1) Cabinet held on 21 July 2022.

40. Announcements of the Leader of the Council.

The Leader of Council made no announcements.

41. Public Question Time.

No questions were asked.

42. Councillors' Question Time.

No questions were asked.

43. Revenue and Capital Budget Monitoring 1st Quarter 2022/23.

The Cabinet Member for Economy, Finance & Strategy submitted a report that outlined the financial monitoring of the 2022/23 revenue and capital budgets, including the delivery of budget savings.

Resolved that:

- 1) The comments and variations, including the material uncertainties, set out in the report and the actions in hand to seek to address these be noted.
- 2) The virements set out in paragraph 2.7 of the report and the use of the Contingency fund as set out in 3.2 of the report be approved subject to any further advice from the S.151 officer during the year.
- 3) The need for all Directors to continue to minimise service spending in year be reinforced, recognising that the budget overall is currently balanced only by relying on future likely (but far from wholly assured) reimbursement from Welsh Government, centrally held contingency budgets and reserves, but equally recognising that the overspending is almost exclusively due to the expected unfunded much higher local government pay award and ongoing Covid pressures.
- 4) The indicative overspend in Paragraph 4.1 of the report with further actions to be confirmed in subsequent quarters once it is clearer as to level of residual Covid reimbursement and the likely final cost of the pay award pending be noted.

44. Swansea Childcare Sufficiency Assessment 2022.

The Cabinet Member for Community Support submitted a report that sought to approve the findings of the 2022 Childcare Sufficiency Assessment (CSA). The Assessment forms a statutory duty on local authorities to 'secure sufficient childcare to meet the needs of working parents', therefore it relates to compliance with a statutory responsibility.

Resolved that:

- 1) The Childcare Sufficiency Assessment (CSA) attached at Appendix A of the report be approved.

- 2) The identified Actions in Section 4 of the report to develop an Action Plan to address areas for development identified in the CSA be supported.

45. Welsh Government Housing Support Grant Procurement Plan 2022 – 2025.

The Cabinet Member for Care Services & the Cabinet Member for Service Transformation jointly submitted a report that detailed the procurement plan for Housing Support Grant funded services. It confirmed the timescale for re-procuring all services and sought approval to issue contract extensions to ensure continuity of essential services.

Resolved that:

- 1) The extension of the timescales approved in the Cabinet report on the 20 May 2021 by one year be approved. Contract periods and the proposed re-procurement timescales are detailed in Appendix 1 of the report.
- 2) The decision in respect of the procurement process in relation to Housing Support Grant commissioned services be delegated to the Director of Social Services in consultation with the Section 151 Officer and Cabinet Member for Care Services and Cabinet Member for Service Transformation with support from Commercial Services.

46. Housing Support Programme Strategy 2022-2026.

The Cabinet Member for Care Services & the Cabinet Member for Service Transformation jointly submitted a report that sought approval for the Housing Support Programme Strategy and Action Plan 2022-2026.

Resolved that:

- 1) The Housing Support Programme Strategy and Action Plan be approved.

47. Retrospective Approval for Transitional Accommodation Capital Funding and Welsh Building Safety Funding from the Welsh Government.

The Cabinet Member for Service Transformation submitted a report to comply with Financial Procedure Rule 7 "Capital Programming and Appraisals" to commit and authorise schemes in the Capital programme and sought retrospective approval for two Welsh Government grant applications.

The Transitional Accommodation Capital Programme (TACP) funding has been announced by Welsh Government to address the pressures in temporary accommodation and the Ukraine crisis.

The scheme will fund works to bring void properties back into use more quickly, as well as the conversion of 3 buildings to residential accommodation for social rent. The Welsh Building Safety Funding was secured to provide sprinkler systems to the

two high rise blocks of flats at Griffith John Street. This will commit the schemes to the capital programme in line with the Council's Financial Procedure Rules.

Resolved that:

- 1) The Transitional Accommodation Capital Programme (TACP) bids set out in Section 2 of the report be approved.
- 2) The Welsh Building Safety Fund set out in Section 3 of the report be approved.
- 3) Authority be delegated to the Interim Director of Place, the Chief Legal Officer, and Chief Finance Officer to enter into any agreements necessary to ensure the delivery of the projects and to protect the Council's interests.
- 4) Authority be delegated to the Interim Director of Place and the Chief Finance Officer to recover all expenditure associated with the delivery of the projects from Welsh Government.
- 5) Any further decisions relating to the funding above will be delegated to the Interim Director of Place and the Cabinet Member for Service Transformation, and schemes are detailed and approved via the annual HRA Capital Budget report.

48. Disabled Facilities & Improvement Grant Programme – Transfer of Budget 2022/23.

The Cabinet Member for Service Transformation submitted a report providing details of Disabled Facilities & Improvement Grant Programme in 2022-23 and sought approval to vire budget from Disabled Facilities Grants (DFG) to the Council's Minor Adaptations Grant and Homefix loans budget to the Council's Capital General Fund. The report aimed to comply with Financial Procedure Rule 7 "Capital Programming and Appraisals" - to commit and authorise schemes as per the Capital Programme.

Resolved that:

- 1) The transfer of £230,000 from Disabled Facilities Grants (DSG) budget to Minor Adaptations Grant budget be approved.
- 2) The transfer of £500,000 from Homefix loans budget to the Council's Capital General Fund be approved.

49. Gower Area of Outstanding Natural Beauty (AONB) Grant Programmes 2022-2025.

The Cabinet Member for Corporate Service & Performance submitted a report that sought approval to accept grant programmes from Welsh Government, totalling £1,025,000 in accordance with Financial Procedure Rule 5.7.

Resolved that:

- 1) The acceptance of the grant programmes set out in Paragraph 1.2 of the report in the sum of £1,025,000 be approved to enable the projects to be developed and delivered within a three-year programme 2022-2025.

50. Public Services Ombudsman for Wales Annual Letter 2021-22.

The Cabinet Member for Service Transformation submitted an information report presenting the Public Services Ombudsman for Wales Annual Letter 2021-22 for the City & County of Swansea.

51. West Glamorgan Regional Market Stability Report 2022.

The Cabinet Member for Care Services submitted a report that sought approval of the Regional Market Stability report, which is a tool to assist the Regional Partnership Board in planning and commissioning quality care and support for their populations.

Resolved that:

- 1) The fact that the Regional Partnership Board approved the regional market stability report on 7 July 2022 be noted.
- 2) The Regional Market Stability report attached at Appendix A of the report be approved and recommended to Council for approval.

52. Leisure Partnerships Financial Support 2022/2023.

This item was deferred.

53. FPR7 Report - Hafod Copperworks Powerhouse Redevelopment Project Update Report.

The Cabinet Member for Investment, Regeneration & Tourism submitted a report that sought to comply with Financial Procedure Rule 7 "Capital Programming & Appraisals) to commit and authorise schemes in the Capital Programme.

Resolved that:

- 1) The Financial Implications set out in Paragraph 4 of the report be approved and the additional funding be authorised to be added to the approved scheme.
- 2) Authority be delegated to the Interim Director of Place in consultation with the Director of Finance and Chief Legal Officer to approve a final construction cost for the project.

54. Contract for Mumbles Coastal Protection Project.

The Cabinet Member for Environment & Infrastructure submitted a report that sought approval for the award of the construction contract for the Mumbles Coastal Protection project following a mini competition from the South West Wales Regional Civil Engineering Framework and to approve in principle a funding agreement between Swansea Council & Welsh Government.

Resolved that:

- 1) The offer of funding as made be approved, but the Director of Finance enter into negotiations with Welsh Government to ensure that funding is secured and assured in the best possible form given current funding and financial market uncertainty.
- 2) The construction cost for the scheme be approved and the scheme and its revised costs be added to the Council's capital programme.
- 3) The award of the construction contract for the Mumbles Coastal Protection project to the tenderer detailed in Sections 4 and 5 of this report be approved.
- 4) Authority be delegated to the Head of Highways and Transportation and the Chief Legal Officer to enter into the legal documents necessary to progress the project.

55. Exclusion of the Public.

Cabinet were requested to exclude the public from the meeting during consideration of the item(s) of business identified in the recommendations to the report(s) on the grounds that it / they involve the likely disclosure of exempt information as set out in the exclusion paragraph of Schedule 12A of the Local Government Act 1972, as amended by the Local Government (Access to Information) (Variation) (Wales) Order 2007 relevant to the items of business set out in the report(s).

Cabinet considered the Public Interest Test in deciding whether to exclude the public from the meeting for the item of business where the Public Interest Test was relevant as set out in the report.

Resolved that the public be excluded for the following item(s) of business.

(Closed Session)

56. Councillors' Question Time.

Councillor C L Philpott asked questions relating to Minute 60 "Olchfa Land Sale Negotiations".

Councillor C A Holley asked questions relating to Minute 59 "Contract for Mumbles Coastal Protection Project".

57. Leisure Partnerships Financial Support 2022/2023.

This item was deferred.

58. FPR7 Report - Hafod Copperworks Powerhouse Redevelopment Project Update Report.

The Cabinet Member for Investment, Regeneration & Tourism submitted a report that provided additional information.

59. Contract for Mumbles Coastal Protection Project.

The Cabinet Member for Environment & Infrastructure submitted a report that provided additional information.

60. Olchfa Land Sale Negotiations.

The Cabinet Member for Corporate Service & Performance submitted a report that sought to determine whether a reduced offer should be accepted based upon the developers estimated development costs.

Resolved that the recommendations as detailed in the report be approved.

The meeting ended at 12.30 pm

Chair

Call In Procedure – Relevant Dates	
Minutes Published:	29 September 2022
Call In Period Expires (3 Clear Working Days after Publication):	23.59 on 4 October 2022
Decision Comes into force:	5 October 2022

Agenda Item 8.



Joint Report of the Cabinet Members for Economy, Finance and Strategy and for Service Transformation

Cabinet – 20 October 2022

Oracle Project Investment Update

Purpose:	To provide an update on the Oracle Fusion project and to seek approval for additional investment in the project to meet unavoidable costs associated with the pandemic and recovery from it.
Policy Framework:	Digital Strategy, Achieving Better Together, Transformation & Future Council, Financial Procedure Rule 5
Consultation:	Access to Services, Finance, Legal.
Recommendation(s):	It is recommended that Cabinet 1) approves the revised plan and timeline for the implementation of the Oracle project together with further investment as outlined in paragraph 4.1 of this report.
Report Authors:	Ness Young & Sarah Lackenby
Finance Officer:	Ben Smith
Legal Officer:	Debbie Smith
Access to Services Officer:	Rhian Miller

1. Introduction

- 1.1 In September 2019, Cabinet approved the upgrade of the council's Enterprise Resource Planning (ERP) System¹ Oracle R12.1 to Oracle Fusion Cloud at an estimated cost of £4.8 million because the Oracle

¹ The ERP system provides the following council back-office functions: finance, payroll, HR and capital project management

R12.1 system was due to become end of life. The initial agreed go-live date for the new system was November 2020 but delivery was delayed by the onset of the pandemic at the end of March 2020 when the council went into business continuity mode. In November 2020 Cabinet agreed a revised go-live date of end of October 2021 and the associated risks of the R12.1 system coming to end were mitigated by Oracle extending its life and their support due to Covid-19.

- 1.2 However, the progress on the project continued to be impacted by the ongoing pandemic and in January 2022 Cabinet agreed a revised go-live date of October 2022. At that point the additional projects costs of £3.6 million were approved by Cabinet in recognition that they were an unavoidable consequence of the council managing the impact of the pandemic and its aftereffects.
- 1.3 Despite the project continuing to make progress, each phase has been delayed by new unforeseen and inescapable work related to the pandemic (e.g., cost of living payments, payments to carers) and staff sickness related to COVID19 and staff vacancies. In particular the rate of progress in respect of the testing phase has far exceeded timescales despite measures being put in place to improve the pace, such as Oracle writing test scripts and undertaking some of the testing. The project plan requires staff to be working concurrently on testing, data migration and cutover planning at this stage in the project but the reality is that staff have only been able to work on one activity at a time.
- 1.4 To support the implementation and help mitigate the impact of the pandemic on the project the council procured support from Infosys (acting as system implementor), Socitm (providing specialist support for key roles, e.g., project manager) and Oracle (providing system advice, guidance, and support to services on key activities such as testing). However, like the council, some of our external partners have experienced COVID related staff absences and turnover which has also impacted the project timeline. A statement from our implementation partner is included below:

“The Covid 19 pandemic had an impact across the globe that was unprecedented for all industries in all countries causing delays and in some cases shutdowns for organisation, programmes and projects.

For the Swansea Oracle upgrade programme, the pause implemented by the council allowed it to focus on critical activity to combat the impact of the pandemic in Wales. However, one impact of the delay was that as the programme restarted the pandemic was in full flight in India.

The direct impact on the programme caused by the pandemic included (i) ready availability of team members after the programme resumed (ii) a need to repeat many activities/workshops due to the length of the delay,

change of requirements and in some cases personnel. (iii) Documentation sign-off delayed due to long pause meaning additional effort required from both Swansea and Infosys to confirm requirements.”

- 1.5 While it is disappointing that project progress has been slower than planned, it is important to emphasise that over this period employees delivering the Oracle Fusion upgrade, have prioritised the needs of Swansea residents and businesses, for example by paying out millions of pounds in Welsh Government grants. A submission is being made to the Welsh Government to seek reimbursement of £6.1 million of project costs from the January report and current proposed investment contained in this report. These costs were inescapably incurred as a result of delays caused by the need to divert employees away from the project to work on pandemic related activities.
- 1.6 The delays to the project have enabled learning from the pandemic to be factored into the project, resulting in more reports being required, particularly for HR, payroll, and Finance. These reports will enhance the automation of processes for those teams.
- 1.7 During the project new areas of activity and investment that were unforeseen and /or unavoidable have also emerged including:
- The need for two additional testing environments, one for the learning module and one for testing the new reports to facilitate more testing in parallel
 - The need to recruit agency staff in support services to bring in resources quickly and / or where we are unable to recruit ourselves
 - An increase in Oracle licences during the lifetime of project which will require a review prior to an Oracle Licencing Audit after the system goes live
 - Unavoidable change requests from services which arise during project implementation, (e.g., from staff restructures or legislation changes) and which attract an additional charge.
- 1.8 Against that background and even with contingency time built into the project the planned go-live date of the end of October 2022 is not achievable and a further extension is required.

2. Context and Way Forward

- 2.1 There are several critical activities that still need to be undertaken before the new system can go-live including completion of system testing, parallel payroll runs, data migration, cutover planning, and implementation, building and testing reports, ensuring business readiness, and a dress rehearsal.

- 2.2 Officers have assessed the additional time needed to complete these tasks taking account of:
- staff availability (including the prospect of further sickness, statutory holidays, and vacancies)
 - non-project business critical activities (e.g., pay award implementation and mission critical recruitment)
 - partner organisations resource availability
 - the need for a go-live date before June 2023 when support for the existing R12 system will finally end
 - Essential year end legislative patching for the existing and new systems.
- 2.3 The project has been made the top priority for the Service Centre and the Finance Team and plans are in place to manage other business critical activities such as recruitment, debtors and creditors, procurement and payroll including, if required, the use of agency staff to manage specific pinch points, such as implementing the pay award and year-end or further unforeseen pandemic recovery activities.
- 2.4 A revised go live date of 1 April 2023 is deemed achievable and is supported by the three suppliers, as long as the necessary staff resource is committed to meet the project milestones set out in the re-plan at Appendix A and there are no major changes in scope to the project or wider Council initiatives. There is a small amount of time contingency built into the replan to allow for Christmas / New Year holidays but there can be no slippage on deadlines during the remaining phase.
- 2.5 While there is a high degree of confidence in the revised go live date this timeline cannot be 100% guaranteed due factors that are outside the project team's control. Specifically, the timing of the teachers' and local government pay award implementation (and any potential related industrial action), will add to the complexity of project and the resources required to complete individual tasks. The nearer the implementation date is to the end of the financial year the higher the risk to the go live date.
- 2.6 In the meantime, the project will continue to be overseen by a Project Executive Steering Board which will meet regularly to monitor progress and the achievement of expected and emerging benefits from upgrading to Oracle Fusion. The Head of HR & Service Centre and the Deputy S151 Officer will join the Steering Board and weekly progress reports will be circulated to Board members. Corporate Management Team will be alerted to any slippage and appropriate mitigation plans. These arrangements are designed to bring greater visibility and oversight to the project to support the achievement of the 1 April 2023 go live date.

3. Integrated Assessment Implications

- 3.1 The Council is subject to the Equality Act (Public Sector Equality Duty and the socio-economic duty), the Well-being of Future Generations (Wales) Act 2015 and the Welsh Language (Wales) Measure, and must in the exercise of their functions, have due regard to the need to:
- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Acts.
 - Advance equality of opportunity between people who share a protected characteristic and those who do not.
 - Foster good relations between people who share a protected characteristic and those who do not.
 - Deliver better outcomes for those people who experience socio-economic disadvantage
 - Consider opportunities for people to use the Welsh language
 - Treat the Welsh language no less favourably than English.
 - Ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs.
- 3.2 The Well-being of Future Generations (Wales) Act 2015 mandates that public bodies in Wales must carry out sustainable development. Sustainable development means the process of improving the economic, social, environmental, and cultural well-being of Wales by acting in accordance with the sustainable development principle, aimed at achieving the 'well-being goals'.
- 3.3 Our Integrated Impact Assessment (IIA) process ensures we have paid due regard to the above. It also takes into account other key issues and priorities, such as poverty and social exclusion, community cohesion, carers, the United Nations Convention on the Rights of the Child (UNCRC) and Welsh language.
- 3.4 An IIA Screening Form has been completed (Appendix B) with the agreed outcome that a full IIA report was not required: The summary of impacts has been categorised as low. Whilst this is core business system for the Council it is an internal system and the impact on specific groups is low.
- 3.5 With regard to involvement this is all internal to the Council. Key internal users are involved in the project, stakeholders have been identified and a change team is working on the communication, engagement, training and development as part of roll out prior to go live.
- 3.6 The report adheres to the transformation and future council development well-being objective in the Corporate Plan - so that we and the services that we provide are sustainable and fit for the future.

- 3.7 The risks surrounding the project are considered medium due to the size and complexity of the implementation. This is a core internal IT system, risks are managed and mitigated on a daily basis and escalated to the Executive Steering Board and senior leadership where appropriate.
- 3.8 With regard to the cumulative impact of the project, there will be changes to processes and ways of working as a result of the implementation. However, these changes are internal and would be considered as overall improvements.
- 3.9 Well-being and future generations and the five ways of working considerations include:
- The upgrade of the Council’s ERP system means core processes will more effectively support frontline services in the longer term
 - The upgrade changes ways of working and provides a more resilient platform therefore reducing / preventing the risk of downtime
 - Oracle is used by other public sector providers, which aids any future integration
 - Collaboration is a key driver for project success. Many services across the Council are engaged and involved in the implementation as well as external suppliers and links have been made with other Councils in England that have made this change
 - Key users and stakeholders are actively involved in the delivery and implementation of the project.

4. Financial Implications

- 4.1 Table 1 below identifies £2.8 million additional funding will be required to complete the Oracle Fusion upgrade by 1 April 2023, although there is a project contingency fund of £500,000 which if not used would reduce this to £2.3 million.

Table 1: Additional Funding Required to Go-Live on 1 April 2023

Area of Spend	Estimated Costs (£)	Incurred as a result of the Pandemic	New Activity	Notes
Infosys extension of time and resources	200,000	✓		Project incurring additional costs to keep resources on the project
Infosys extension of time and resources	620,000	✓		Additional resources required to be kept on the project from November onwards
Socitm specialist	495,000	✓		Specialist technical Oracle Fusion skills

Area of Spend	Estimated Costs (£)	Incurred as a result of the Pandemic	New Activity	Notes
skills and resources				
Oracle support and other business support for services	625,000	✓		Specialist technical skills and resources and troubleshooting as issues occur. Direct links into Oracle Corporation
Two additional testing environments	32,000		✓	Additional environments required for testing the learn module and reports
**Swansea resources extension	308,000	✓		Swansea staff in services have been seconded onto the project. This cost is an extension of backfill and honoraria
Possible additional agency costs	300,000	✓		Agency staff may be required to maintain business critical activities
Extension of Oracle Fusion licences	370,770	✓		Dual running of R12 and Fusion during implementation so need to extend Fusion licences
Additional Project Support	85,000	✓		Additional project support to help both the project and services with maintaining parallel activities
Change requests which may emerge out of parallel payroll runs or any further testing	340,000		✓	Budget allocated for possible chargeable change requests that may emerge as part of the parallel payroll runs
Licence costs	300,000		✓	Additional contingency budget to offset potential additional licensing costs following Oracle audit

Area of Spend	Estimated Costs (£)	Incurred as a result of the Pandemic	New Activity	Notes
Additional reports	354,000		✓	Additional reports to be built to help services to automate processes
Total Additional Expenditure Requirement	4,029,770	3,003,770	1,026,000	
To be financed by:				
Current underspend on project as at 31 July 2022	-897,000			Relates to Oracle licences, the costs of which may increase following an audit by Oracle, hence contingency fund above
Contribution from Oracle licencing revenue budget	-330,000			Base budget includes cover for Oracle Fusion licence costs from November – April 2023 which will contribute to the project extension up to 1 April 2023 only
Total Additional Investment Requirement	2,802,770			
Project Contingency Fund	500,000	N/A	N/A	Contingency Fund established during the project remains in place

** Pending pay award

- 4.2 There are costs identified in this report and the 20th January 2022 Cabinet investment report that are attributable to the pandemic. Specifically, £6.1 million of the total project cost is associated with the unavoidable delays that have been experienced as a direct result of the COVID19 pandemic and the council's need to manage its impact on employees, individuals, businesses and communities across the city and county of Swansea. A case is being made to the Welsh Government to meet these costs.
- 4.3 In the meantime, the additional £2.8 million required will be met using £302,770 from a forecast underspend on the 2022-23 Digital Services revenue budget for devices and £2.5 million from the Council's earmarked ICT reserve.

5. Legal Implications

- 5.1 In line with Financial Procedure Rule 5 (Appendix C), this report recommends further investment in the Oracle project.
- 5.2 The various contracts providing the supplies and services required to deliver this project have been the subject of a range of procurement processes governed by the Public Contracts Regulation 2015. This will ensure the project is not delayed further and maintains continuity of existing resources.

Background Papers: None

Appendices:

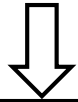
- Appendix A Revised Project Plan
- Appendix B IIA Screening Form
- Appendix C FPR5

Programme timeline – summary

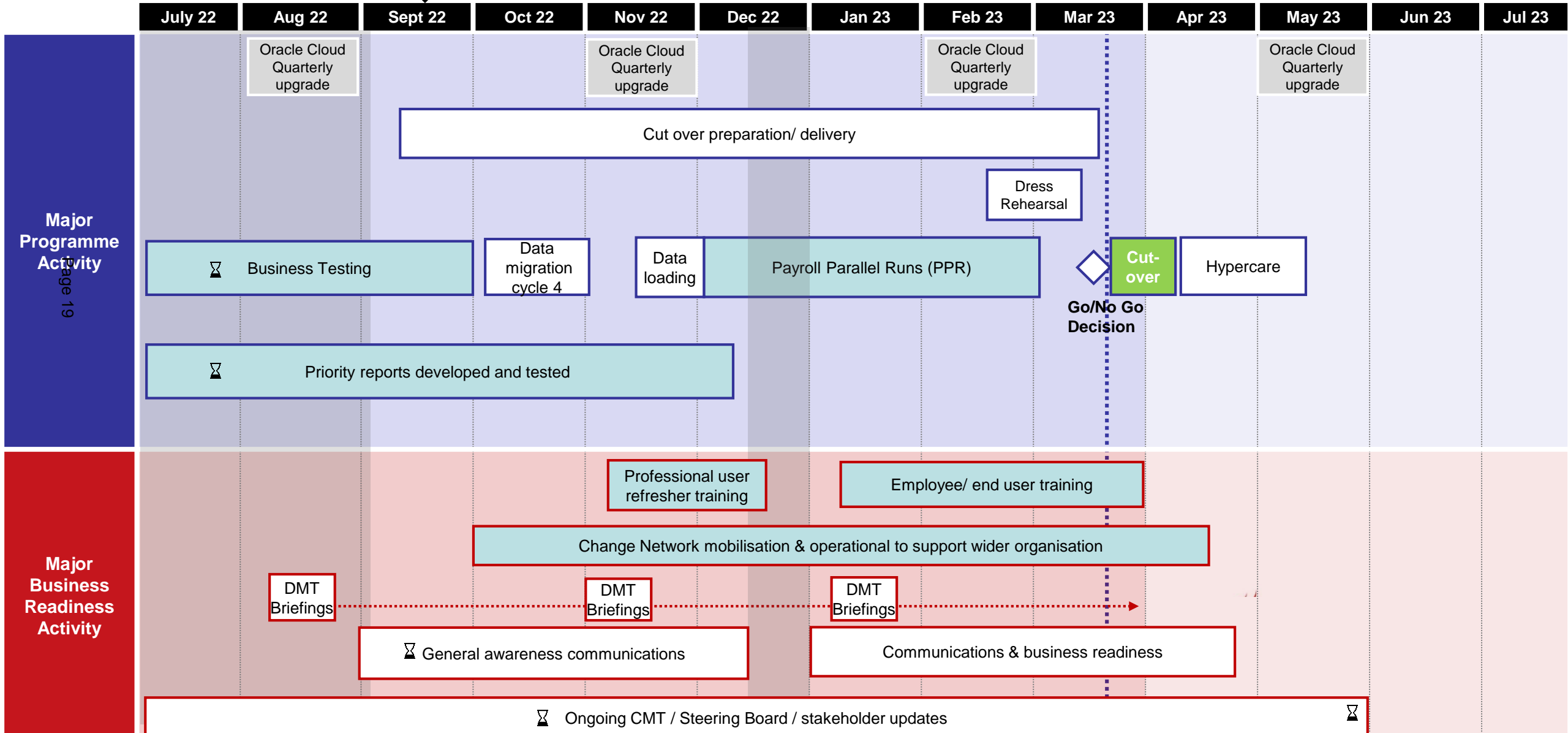
Appendix A



In progress



Pay Awards x2 – timing unknown, best guess Nov to Jan



Major Programme Activity
Page 19

Major Business Readiness Activity

Appendix B - Integrated Impact Assessment Screening Form

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

Which service area and directorate are you from?

Service Area: Digital and Customer Services

Directorate: Corporate Services

Q1 (a) What are you screening for relevance?

- New and revised policies, practices or procedures
- Service review, re-organisation or service changes/reductions, which affect the wider community, service users and/or staff
- Efficiency or saving proposals
- Setting budget allocations for new financial year and strategic financial planning
- New project proposals affecting staff, communities or accessibility to the built environment, e.g., new construction work or adaptations to existing buildings, moving to on-line services, changing location
- Large Scale Public Events
- Local implementation of National Strategy/Plans/Legislation
- Strategic directive and intent, including those developed at Regional Partnership Boards and Public Services Board, which impact on a public bodies functions
- Medium to long term plans (for example, corporate plans, development plans, service delivery and improvement plans)
- Setting objectives (for example, well-being objectives, equality objectives, Welsh language strategy)
- Major procurement and commissioning decisions
- Decisions that affect the ability (including external partners) to offer Welsh language opportunities and services

(b) Please name and fully describe initiative here:

Oracle Fusion Cloud Implementation Project. This project is to migrate away from the existing on premise Enterprise Resource Planning (ERP) platform, to a cloud-based ERP. Doing so will enable numerous transformation opportunities which will see business processes changing to align with the best practice models available through cloud. This is an internal back-office IT system. An EIA was completed prior to start of the programme in 2019. This is a revised IIA screening as the FPR5 report is requesting further investment in the project impacted by the pandemic.

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"/>

Appendix B - Integrated Impact Assessment Screening Form

Marriage & civil partnership	<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>	<input checked="" type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/>
Pregnancy and maternity	<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>	<input checked="" type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/>

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

This Oracle programme has been several years in the planning. Through this process there have been several internal engagements with the Oracle Superuser group of staff (who represent the business process owners) to discuss the impacts of the project. The system is a back-office support system therefore all engagement has been with internal stakeholders.

Furthermore, key business users were heavily involved in a four-week due diligence process before the Oracle programme started. There was a series of 39 workshops to assess the readiness of the organisation for change, and to map the gaps between our existing processes and the cloud platform.

Business owners, leads and resources from across the Council are working on the Oracle project currently.

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 <input type="checkbox"/>	Medium risk <input checked="" type="checkbox"/>	Low risk <input type="checkbox"/>
--	---	---

Q6 Will this initiative have an impact (however minor) on any other Council service?
 Yes No **If yes, please provide details below**

Appendix B - Integrated Impact Assessment Screening Form

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.)

This is an internal business system, therefore the impact on external people and communities is low. The programme is made up of internal business users and leads making the key decisions for their areas.

Change management and engagement has been factored into the plan to ensure all internal users get the communications needed. Training will be provided and a training and learning needs analysis is underway.

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 summary of impacts has been categorised as low. Whilst this is core business system for the Council it is an internal system and the impact on specific groups is low.

With regard to involvement this is all internal to the Council. Key internal users are involved in the project, stakeholders have been identified and a change team is working on the communication, engagement, training and development as part of roll out prior to go live.

Well-being and future generations and the five ways of working considerations include:

- The upgrade of the Council's ERP system means core processes will more effectively support frontline services in the longer term
- The upgrade changes ways of working and provides a more resilient platform therefore reducing / preventing the risk of downtime
- Oracle is used by other public sector providers, which aids any future integration
- Collaboration is a key driver for project success. Many services across the Council are engaged and involved in the implementation as well as external suppliers and links have been made with other Councils in England that have made this change
- Key users and stakeholders are actively involved in the delivery and implementation of the project.

The report adheres to the transformation and future council development well-being objective in the Corporate Plan - so that we and the services that we provide are sustainable and fit for the future.

The risks surrounding the project are considered medium due to the size and complexity of the implementation. This is a core internal IT system, risks are managed and mitigated on a daily basis and escalated to the Executive Steering Board and senior leadership where appropriate.

Appendix B - Integrated Impact Assessment Screening Form

With regard to the cumulative impact of the project, there will be changes to processes and ways of working as a result of the implementation. However, these changes are internal and would be considered as overall improvements.

(NB: This summary paragraph should be used in the relevant section of corporate report)

- Full IIA to be completed
- Do not complete IIA – please ensure you have provided the relevant information above to support this outcome

NB: Please email this completed form to the Access to Services Team for agreement before obtaining approval from your Head of Service. Head of Service approval is only required via email.

Screening completed by:
Name: Sarah Lackenby
Job title: Head of Digital & Customer Services
Date: 30th August 2022
Approval by Head of Service:
Name: Ness Young
Position: Interim Director of Corporate Services
Date: 31st August 2022

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

FINANCIAL IMPLICATIONS : SUMMARY

Portfolio: Corporate Services
 Service : Digital and Transformation
 Scheme : Oracle Fusion ERP - One-off implementation Costs

<u>REVENUE COSTS</u>	2022/23	TOTAL
	£'000	£'000
<u>Service Controlled - Expenditure</u>		
External suppliers	1,940	1,940
Test environments	32	32
Swansea resources	308	308
Additional agency capacity	300	300
Extension of existing Oracle Fusion Licences	371	371
Project Support	85	85
Change requests	340	340
Additional licence cost contingency	300	300
Additional reports	354	354
EXPENDITURE	4,030	4,030
<u>Financing</u>		
Current project underspend as at 31st July 2022	897	897
Contribution from Oracle licencing revenue budget	330	330
ICT Reserve	2,500	2,500
Contribution from hardware revenue budget	303	303
FINANCING	4,030	4,030
<u>TOTAL EXPENDITURE</u>		
TOTAL:	4,030	4,030

Agenda Item 9.



Report of the Local Authority Governor Appointment Group

Cabinet – 20 October 2022

Local Authority Governor Appointments

Purpose:	To approve the nominations submitted to fill Local Authority Governor vacancies in School Governing Bodies
Policy Framework:	Local Authority (LA) Governor Appointments Procedure (Adopted by Council on 26 October 2017)
Consultation:	Access to Services, Finance, Legal
Recommendation(s):	It is recommended that: 1) The nominations recommended by the Director of Education in conjunction with the Cabinet Member for Education & Learning be approved.
Report Author:	Gemma Wynne
Finance Officer:	Peter Keys
Legal Officers:	Stephanie Williams
Access to Services Officer:	Catherine Window

1.0 The nominations referred for approval

1.1 The nominations are recommended for approval as follows:

1. Cila Primary School	Mrs Yvonne Brenton
2. Craigfelen Primary School	Cllr Brigitte Rowlands
3. Duvant Primary School	Mrs Kathryn Jones

4. Knelston Primary School	Mr Courtney Grove
5. Oystermouth Primary School	Cllr Angela O'Connor
6. Plasmarl Primary School	Cllr David Hopkins
7. Portmead Primary School	Cllr Hazel Morris Mrs Sonia Brown
8. Sketty Primary School	Mr Richard Lancaster Mrs Suzanne Berry
9. St Helen's Primary School	Mr David Hopkins
10. Bishopston Comprehensive School	Miss Freya Davies Cllr Lyndon Jones
11. Birchgrove Primary School	Cllr Ryland Doyle
12. Burlais Primary School	Mr Kevin Delgado
13. Clydach Primary School	Mr Jonathan Morgan
14. Llanrhidian Primary School	Mr Karthnik Romesh
15. Newton Primary School	Dr Nia Love
16. Penclawdd Primary School	Cllr Andrew Williams
17. Penyrheol Primary School	Mrs Alison Seabourne
18. Seaview Primary School	Mrs Finola Wilson

2.0 Financial Implications

2.1 There are no financial implications for the appointments; all costs will be met from existing budgets.

3.0 Legal Implications

3.1 There are no legal implications associated with this report.

4.0 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.

4.1.1 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’.

4.1.2 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.

4.2 Following the completion of the IIA process it has been identified there are no negative impacts and a full IIA is not required.

4.3 There is no need for mitigation as impacts that have been identified are not negative impacts. The panel choose Governors, no public consultation is required. In order for schools to run effectively they need to have effective Governing Bodies, this appointment supports this.

Background papers: None

Appendices:

Appendix A - Integrated Impact Assessment Form

Integrated Impact Assessment Screening Form – Appendix A

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

Which service area and directorate are you from?

Service Area: Achievement and Partnership

Directorate: Education

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:

Appointing Local Authority governors to schools in Swansea

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

	High Impact		Medium Impact		Low Impact		Needs further investigation
	+	-	+	-	+	-	
Children/young people (0-18)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Older people (50+)	<input 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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input 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"/>
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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input 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"/>
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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Poverty/social exclusion	<input 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 A

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 activity does not require 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

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 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.)

In order for schools to run effectively they need to have effective Governing Bodies.

Integrated Impact Assessment Screening Form – Appendix A

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)**

We have identified high impact on children and young people because it is in school environment and Governors are appointed to those school. Race, Religion and Welsh language have been also identified as high impact because we have some religious and welsh language schools. There is no need for mitigation as impacts that have been identified are not negative impacts The panel choose Governors, no public consultation required. In order for schools to run effectively they need to have effective Governing Bodies, this appointment supports this..

(NB: This summary paragraph should be used in the relevant section of corporate report)

Full IIA to be completed

Do not complete IIA – please ensure you have provided the relevant information above to support this outcome

NB: Please email this completed form to the Access to Services Team for agreement before obtaining approval from your Head of Service. Head of Service approval is only required via email.

Screening completed by:
Name: Gemma Wynne
Job title: Governor Support Officer
Date: 22/08/22
Approval by Head of Service:
Name: Rhodri Jones
Position: Head of Achievement and Partnership
Date: 22/08/22

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

Agenda Item 10.



Report of the Cabinet Member for Education & Learning

Cabinet – 20 October 2022

Estyn Inspection Outcomes for Local Government Education Services in Swansea

Purpose:	For Council to receive the outcomes from the 2022 Estyn inspection of Local Government Education Services in Swansea.
Policy Framework:	Estyn Common Inspection Framework
Consultation:	Access to Services, Finance and Legal.
Recommendation(s):	It is recommended that: 1) Council notes the findings from the 2022 Estyn Inspection.
Report Author:	Sarah Hughes
Finance Officer:	Peter Keys
Legal Officer:	Stephanie Williams
Access to Services Officer:	Rhian Millar

1. Introduction

- 1.1 All local authorities' local government education services in Wales are inspected by Estyn, carried out under Section 38 of the Education Act 1997. Other aspects of local authority provision are subject to inspection under a range of legislation, including the Learning and Skills Act 2000 and the Children Act 2004. Swansea last received an inspection on its education services in 2013.
- 1.2 Estyn inspected Swansea's local government education services in June 2022 and published its findings on 1 September 2022.
- 1.3 A preliminary visit took place prior to the core inspection and consisted of interviews with a range of stakeholders, including representatives for primary, secondary and special school headteachers; representatives of chairs of governors across primary, secondary and special schools; the

regional education partnership, Partneriaeth; Gower College Swansea; trade union representatives; diocese; Swansea Bay University Health Board; Swansea Parent Carer Forum; and officers from other Directorates of the Local Authority.

- 1.4 The core inspection consisted of data analysis from learner outcomes, school inspections and stakeholder questionnaires; scrutiny of evidence provided by the local authority including a self-evaluation report; and interviews with a range of Members and officers.
- 1.5 The inspection covered the three inspection framework areas of Outcomes; Education Services; and Leadership and Management. For Education Services, four local inspection questions were identified for Swansea, which were: Supporting the implementation of the Additional Learning Needs and Education Tribunal Act 2018; Supporting schools to improve; Supporting the Public Services Board; and Support for learners at risk of disengaging and provision for pupils in EOTAS. Audit Wales inspected the Local Authority's use of resources under the inspection area of Leadership and Management.

2. Outcome of the 2022 inspection

- 2.1 Estyn no longer provide overall judgements to their findings within each inspection area of the inspection framework. However, Estyn provide a single judgement on whether a local authority's education services should be placed into a category of 'causing significant concern'. Estyn judged that education services in Swansea does not fall into this category.
- 2.2 The report noted many strengths and notable features of Swansea's Local Government Education Services. The report states that the local authority will be invited to submit two case studies on its work in relation to its strong support for school improvement and the quality of support in mainstream schools for pupils at risk of disengagement.
- 2.3 Estyn made two recommendations that the local authority should address through its future plans. The first is to 'review post-16 provision to ensure that it meets the needs of all learners. Strategies for post-16 provision and vocational provision are in development, which include mapping of current provision and an assessment of need. Stakeholders, including children and young people, sixth forms, further education institutions and work-based learning providers will be involved in the development of the strategies to ensure local learning pathways are fully utilised within the context of local curriculum drivers and consideration of opportunities for employment within the Swansea Bay City Deal region.
- 2.4 The second recommendation is to 'strengthen Welsh-medium provision across all ages and areas of the local authority'. The Cabinet approved Swansea's Welsh in Education Strategic Plan in July 2022 and this has subsequently been approved by Welsh Government. The plan outlines a ten-year vision for increasing and improving the planning of the provision

of Welsh-medium education in Swansea. An action plan will be produced to deliver this vision, alongside stakeholders from Partneriaeth Addysg Gymraeg Abertawe (Swansea Welsh Education Partnership).

- 2.5 The recommendations made will also feature in key plans to be delivered by the Education Directorate.

3. Integrated Assessment Implications

- 3.1 The Council is subject to the Equality Act (Public Sector Equality Duty and the socio-economic duty), the Well-being of Future Generations (Wales) Act 2015 and the Welsh Language (Wales) Measure, and must in the exercise of their functions, have due regard to the need to:
- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Acts.
 - Advance equality of opportunity between people who share a protected characteristic and those who do not.
 - Foster good relations between people who share a protected characteristic and those who do not.
 - Deliver better outcomes for those people who experience socio-economic disadvantage
 - Consider opportunities for people to use the Welsh language
 - Treat the Welsh language no less favourably than English.
 - Ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs.
- 3.1.1 The Well-being of Future Generations (Wales) Act 2015 mandates that public bodies in Wales must carry out sustainable development. Sustainable development means the process of improving the economic, social, environmental and cultural well-being of Wales by taking action, in accordance with the sustainable development principle, aimed at achieving the 'well-being goals'.
- 3.1.2 Our Integrated Impact Assessment (IIA) process ensures we have paid due regard to the above. It also takes into account other key issues and priorities, such as poverty and social exclusion, community cohesion, carers, the United Nations Convention on the Rights of the Child (UNCRC) and Welsh language.
- 3.2 An IIA Screening Form has been completed with the agreed outcome that a full IIA report was not required for the following reasons:
- New policies or plans are not included as part of this report
 - Any policies or plans to be taken forward by the Education Directorate, including those that respond to the recommendations within the Estyn inspection report, would be subject to their own IIA.

4. Financial Implications

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

5. Legal Implications

5.1 There are no legal implications associated with this report.

Background Papers: [Estyn Inspection Report of Local Government Education Services, City and County of Swansea, 2022](#)

Appendices:

Appendix A – IIA Screening Form

Appendix A - Integrated Impact Assessment Screening Form

Service Area: Achievement and Partnership
 Directorate: Education

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:

Estyn Inspection Outcomes for Local Government Education Services in Swansea

This is a report to provide the Council with an overview of the outcomes from the Estyn inspection of Local Government Education Services in Swansea. Any policies or plans be taken forward by the Education Directorate, including those that respond to the recommendations within the inspection report, would be subject to their own IIA.

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

	High Impact		Medium Impact		Low Impact		Needs further investigation
	+	-	+	-	+	-	
Children/young people (0-18)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Older people (50+)	<input 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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Future Generations (yet to be born)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input 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"/>
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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Poverty/social exclusion	<input 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"/>

Appendix A - 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

Engagement with schools, learners and other key stakeholders will continue to inform and develop policies taken forward.

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

There is no direct impact from this report, however findings in some areas also cover work delivered through the Social Services Directorate. Any future plans or policies developed will require the Education Directorate to work closely with other Directorates to enable delivery.

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?

There is no impact from this report. Plans and policies developed by the Directorate aim to have a positive impact for all learners and schools in Swansea.

Appendix A - Integrated Impact Assessment Screening Form

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)**

This is a report to provide Council with an overview of the findings from the Estyn inspection of Local Government Education Services in Swansea and new policies or plans are not included as part of this report.

Any policies or plans be taken forward by the Education Directorate, including those that respond to the recommendations within the inspection report, would be subject to their own IIA.

Full IIA to be completed

Do not complete IIA – please ensure you have provided the relevant information above to support this outcome

Screening completed by:
Name: Sarah Hughes
Job title: Team Manager for Education Strategy
Date: 12/09/22

Approval by Head of Service:
Name: Rhodri Jones
Position: Head of Achievement and Partnership Service
Date: 14/09/22

Agenda Item 11.



Report of the Cabinet Member for Corporate Services & Performance

Cabinet - 20 October 2022

Quarter 1 2022/23 Performance Monitoring Report

Purpose:	To report corporate performance for quarter 1 2022/23.
Policy Framework:	<i>Delivering a Successful & Sustainable Swansea Corporate Plan 2022/23</i> <i>Achieving Better Together Programme.</i>
Consultation:	Access to Services, Finance, Legal.
Recommendation(s):	It is recommended that Cabinet: 1) Notes the Council's performance in respect of managing the pandemic and its aftermath and achieving the Council's wellbeing objectives for quarter 1 of 2022-23; and endorses the use of this information to inform executive decisions on resource allocation and, where relevant, corrective actions to manage and improve performance and efficiency in delivering national and local priorities.
Report Author:	Richard Rowlands
Finance Officer:	Paul Roach
Legal Officer:	Debbie Smith
Access to Services Officer:	Rhian Millar

1.0 Introduction

1.1 This report presents an update on the Council's response to the pandemic and its quarter 1 performance in respect of delivering the Council's Well-being Objectives (priorities) set out in the Corporate Plan 2022/23 *Delivering a Successful & Sustainable Swansea*:

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

2.0 Council Performance: Managing the COVID-19 Pandemic and its Aftermath

2.1 In the first quarter of 2022/23 the Council has continued to focus on supporting communities to recover from the effects of the pandemic, including by:

- Awarding £58,005.83 Household Support Grants to 35 organisations, allocating £52,500 of the Welsh Government Cost of Living Grant to a Fuel Costs Support Fund and working in partnership to distribute 595 surplus beds from the Bay Field Hospital to people in need, including refugees across the Swansea Bay area.
- Mitigating the Wales-wide deficit in social worker capacity in children's services through remodelling services to utilise differently qualified staff.
- Addressing the local and national challenges in regulating pupil behaviour and increased pupil exclusions following the pandemic by developing a strategy to reduce exclusions and contributing to a youth violence reduction strategy.
- Operating leisure and cultural venues and the events programme almost as they were pre-covid, with 'rolled forward' events creating a programme arguably bigger than ever; including preparations for the return of the Wales Airshow.
- The South West Wales regional Corporate Joint Committee developing its work programme for the year ahead in respect of the regional transport plan, the strategic development planning function and delivery of activities that contribute to economic wellbeing.

2.2 These achievements add to the extraordinary response provided by the Council and its partners since April 2020 including:

- 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.
- 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.
- Enabling more than employees to work remotely, providing critical business continuity.
- Overseeing the planning and construction of the Bay Field Hospital on Fabian Way.

3.0 Council Performance: Corporate Plan Delivery Performance 2022/23 Quarter 1

- 3.1 In 2021 managing the pandemic was the single most important priority for the Council and, as can be seen from the achievements above, resources were diverted to focus on protecting individuals, communities, and businesses from its ongoing effects. As such, in September 2021 Cabinet recognised that delivery of many aspects of the corporate plan would be delayed and agreed that it would not be appropriate to set targets for corporate plan performance in 2021/22.
- 3.2 Annual targets are currently being developed across the indicators for 2022/23. In the meantime, quarter 1 performance is presented at Appendix A giving the actual performance as well as the performance trajectory comparing current performance to previous years. A narrative is also provided highlighting the key achievements, issues and actions over the last quarter.
- 3.3 Despite the pandemic, in quarter 1 five indicators show an improving or maintaining performance trend, including 100% of major planning applications with an economic imperative being approved.
- 3.4 Of the other 18 comparable indicators:
- Six show a declining performance trend, which can be directly attributed to the impact the pandemic. For example, the speed of processing Housing and Council Tax Benefit applications was affected by the diversion of resources to administer Welsh Government Covid grants, which is work outside of normal core functions.
 - Three show declining performance, which is within 5% of the previous comparable result. For example, there was a slight reduction compared to the same period in 2021/22 on the amount of welfare benefits raised through securing rights and entitlements by the Welfare Rights Team, which was not unexpected due to the reduction of benefit income for key claimant groups, including many who are sick and disabled.
 - Nine show declining performance trend, which cannot be attributed to the pandemic. For example, no apprentices started work with the Council in quarter 1, although recruitment has been ongoing and is expected to be reflected in quarter 2. Action is being taken where possible on all nine indicators to improve performance, which is expected (barring factors outside of the control of the Council) to be evident by the time quarter 2 is reported.

- 3.5 There are five indicators where comparisons to the same period in 2021/212 are not possible because no data was reported during that period. For example, the normal collection of school pupil attendance data by Welsh Government did not take place in 2021 as a result of the pandemic.
- 3.6 Finally, there are eighteen new performance indicators for quarter 1 2022/23 mainly the result of a new national social services performance framework introduced by Welsh Government. There is no previous years' data for these indicators, so 2022/23 will be the baseline year.

4.0 Performance Indicators

- 4.1 Performance indicators are assessed each year to ensure that they remain appropriate, although the COVID-19 pandemic and lockdown disrupted this process in 2020/21 and 2021/22. The current indicators and how the Council can better measure progress towards its objectives are being reviewed prior to quarter 2 reporting and a fuller review will take place during the development of a new corporate plan to cover the period 2023/27.

5.0 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 acting, 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 considers 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 This report is on performance during Q1 2022/23 in delivering the Council's key priorities as set out in the Corporate Plan, so there is no direct impact on people or communities.

6.0 Financial Implications

6.1 In the current and anticipated financial environment further discussion and consideration will be required around priorities and target setting for performance improvement as part of *Achieving Better Together*.

7.0 Legal Implications

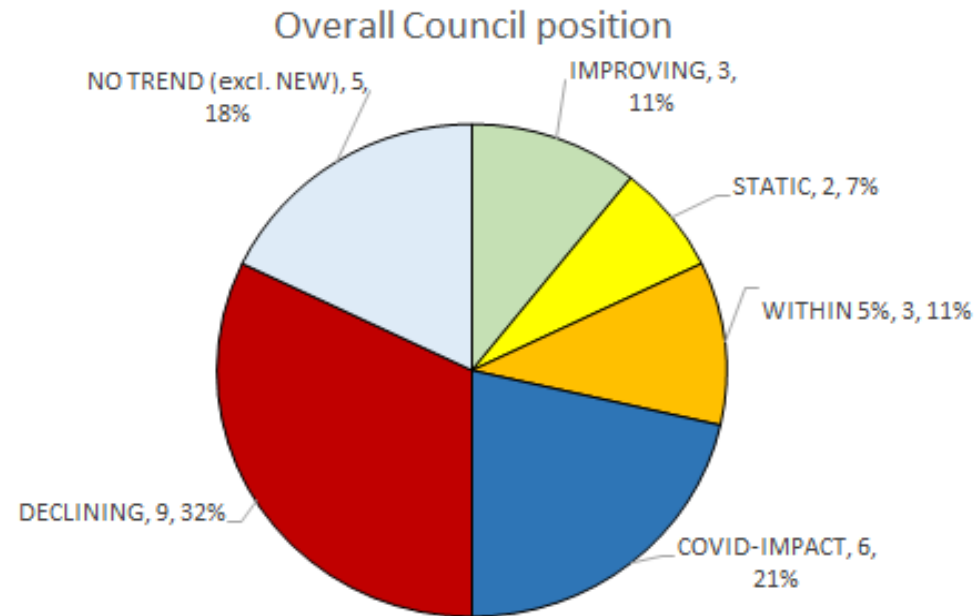
7.1 There are no legal implications associated with this report.

Background Papers: None.

Appendices:

Appendix A Q1 2022/23 Performance Monitoring Report

Corporate Performance Management Report Q1 2022/2023



SAFEGUARDING

Covid continues to impact 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 remain severely challenged particularly as a result of workforce capacity issues.

In children services we have been mitigating the Wales wide deficit in social worker capacity through remodelling services to utilise differently qualified staff whilst the launch of social work academy will build resilience in the medium term.

Sufficiency of placements particularly for children with the most complex needs remains a significant concern but we are in the process of expanding our in house residential care offer.

In adult services we are continuing to work through the backlogs caused by individuals being unable to access health and care services which have compounded the complexity of individuals presenting needs. Shortfalls in workforce capacity across all adult health and care services mean that is taking longer to recover our services than planned.

Workforce shortages remain 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 is multi faceted plan in place to recover domiciliary care capacity with national, regional and local elements. A key component of which includes the expansion of our Council run in house domiciliary care service. In the meantime additional residential care capacity is being utilised to mitigate any safeguarding concerns for individuals.

Quite understandably, the challenges highlighted above continue to impact on performance.

However despite that impact performance continues to hold up remarkably well.

More children and families are accessing early help and prevention services meaning that fewer are then escalating into statutory services.

Reablement services continue to perform well and promote good outcomes for adults requiring short term intensive support.

More carers are accessing assessment and support.

There is now a broader range of community options for prevention and well being support across adult services and the Council is working more closely than ever with third sector and other partners.

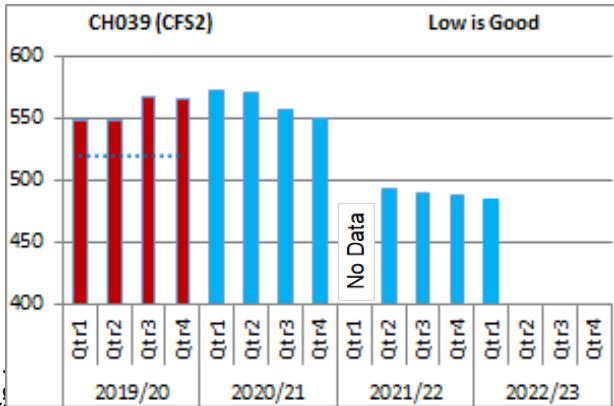
We know that the recovery of health and care services will continue to be impacted by waves of covid which will exacerbate our workforce challenges in the coming year but nevertheless we are seeing incremental recovery and improvement and we expect this to continue.

Safeguarding 17-22

Performance Indicator	KEY	2020/2021 Quarter 1	2021/2022 Quarter 1	2022/2023 Quarter 1	Comment-2022/2023
<p>CFS19a ↑</p> <p>The percentage of visits to children on the Child Protection Register (CPR) which were not overdue.</p>	RAG				We have seen improvements in this area, which is now above our expected target (90% compliant). This is really positive, given the challenges experienced with staffing.
	Result	92.95%	No Data	93.16%	
	Target				
	Trend	DECLINING		No Data	
	Num	211		177	
	Den	227		190	
<p>CFS19a High is Good</p>					
<p>CFS24 ↓</p> <p>The number of Children / Young People Supported by Child and Family Services at the end of the period</p>	RAG				Since April 2022 we have seen a reduction in the number of children and young people requiring support from the statutory service. Positively, we are seeing more children and their families accessing support from early intervention and prevention services. (Comment also applicable to CFS25)
	Result	1490	No Data	1242	
	Target				
	Trend	IMPROVING		No Data	
	Num	1490.		1242	
	Den				
<p>CFS24 Low is Good</p>					

Safeguarding 17-22

Performance Indicator	KEY	2020/2021 Quarter 1	2021/2022 Quarter 1	2022/2023 Quarter 1	Comment-2022/2023
CH039 (CFS2) The number of Looked After Children (LAC) at end of the period.	RAG				Monthly meetings have taken place to review legal orders for looked after children. We have seen this safely reduce the looked after children population, and this may also see the number that cease being looked after stabilising. Examples of where children cease being looked after include - returning home to their parents/family, being adopted, Special Guardianship Order being granted.
	Result	572	No Data	484	
	Target				
	Trend	DECLINING		No Data	
	Num	572		484	
	Den				



Education and Skills

In academic year 2020-2021, key stage 4 examinations were replaced with centre determined grades, making it difficult to make comparisons with prior performance. Collection and collation of teacher assessment results, for earlier key stages in education, was cancelled by Welsh Government in 2021, and was also cancelled for 2022. Analysis of simple progress measures from key stage 2 to key stage 3 for the 2022 cohort shows less progress being made when compared to pre-pandemic cohorts. This reflects the national picture.

In 2020-2021 nearly all schools were at least five percentage points below normal attendance rates. Education Welfare Officers continue to monitor carefully and support families to encourage children to attend school. The normal collection of attendance data by Welsh Government did not take place in 2021, and it was also suspended for 2022. However, indicative LA data suggests attendance for the academic year 2021-2022 has not returned to pre-Covid levels.

The level of young people becoming Not in Education, Employment and Training (NEET) has improved from the previous year. In 2021, 1.6% of the Year 11 leavers were recorded as NEET. This places Swansea as having the 2nd lowest percentage of NEETs in Wales. The Cynnydd project continues to support children who are at risk of becoming NEET, providing tailored interventions to individual pupils in key stages 3 and 4 to prevent them from becoming disengaged from learning.

Enhancements planned for the Vulnerability Assessment Profiles (VAP) are now complete and ready for schools to help identify learners who need the most support. The VAP is an example of a rich and wide variety of data and information provided to schools by the LA, which is in line with requirements of newly published school improvement guidance.

The number of statements of educational needs issued within 26 weeks has been an area for continual improvement. However, the transition to a gradual implementation of new rules means that this performance measure will soon be fully replaced and will focus on plans called individual development plans (IDPs) for additional learning needs learners.

Swansea's ALN Strategic Plan priorities, including changes required to meet the implications of the ALNET Act 2018 are developing well with a range of improvements to support children and young people (CYP) with additional learning needs. The new system to manage the process around creating and managing IDPs, as well as mapping provision for CYP, is developing well.

Partneriaeth Sgiliau Abertawe/Swansea Skills Partnership (PSA) continues to focus on the five themes of Swansea's UNESCO Learning City Status, NEETs prevention, support for future occupations, effective practice in remote learning and building digital capacity.

In March 2021, Welsh Government issued a 'Framework on embedding a whole-school approach to emotional and mental well-being'. Schools and local authorities are required to have regard to this Framework when developing action plans, strategies and other policies that impact on the well-being of learners, staff and others working in the school environment. In order to meet the well-being objectives in relation to education and skills in the future, it will be important to focus on the areas identified below.

The local and national challenges in regulating pupil behaviour following the pandemic has resulted in increased pupil exclusions from schools. In Swansea, we are addressing this challenge by developing a strategy to reduce exclusions and contributing to a youth violence reduction strategy. Both strategies require close collaboration and integration across services in the Council.

Additionally, responding to the Estyn thematic review on peer on peer harassment and abuse that identifies many children not telling their teachers about harassment will be a key issue. Developing a whole school approach to Violence Against Women Domestic Abuse and Sexual Violence (VAWDASV) through our work with relationship and sexuality education leads in schools will be a key priority.

The assessment of emotional and mental well-being of children and staff in schools continues to be a key consideration within the recovery plan. The phased implementation of the Additional Learning Needs Tribunal Act 2018 in January 2022 and beyond as well as the Curriculum for Wales, including an emphasis on Black, Asian and Minority Ethnic (BAME) local curriculum in September 2022 remain key priorities, with the evaluation of readiness a key consideration. Support for professional learning and leadership development will be delivered by the regional key delivery partner in future. It will be important to monitor the success of the new partnership closely.

As previously mentioned, WG recently published revised school improvement guidance. A driving feature of this guidance is the progress of all learners. It encourages schools to ask themselves two questions:

1. Are learners progressing in the ways described in the principles of progression, supporting them to develop towards the four purposes?
2. Is the pace of learners' progress in line with the expectations of teachers and the curriculum?


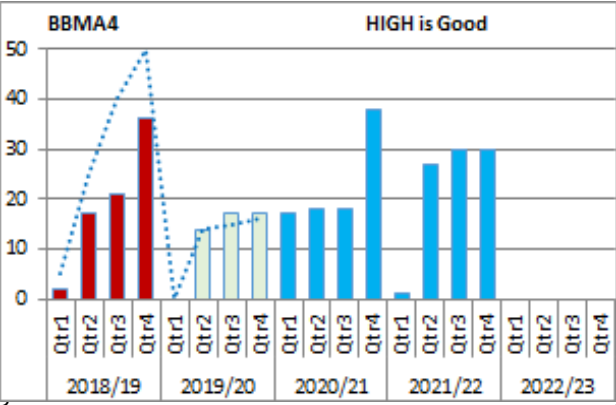

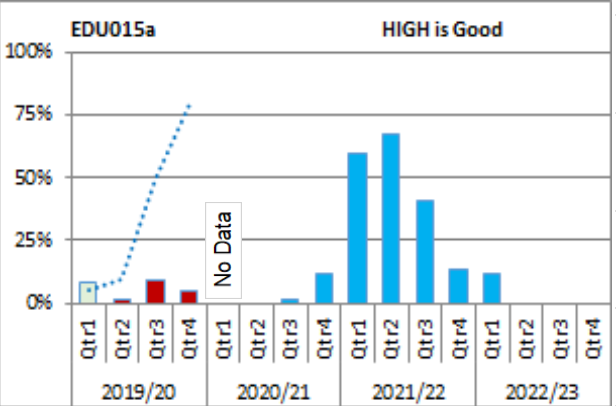
There are also two national priorities that schools must consider when creating their strategic plans:

- improving pupils' progression by ensuring their learning is supported by a range of knowledge, skills and experience
- reducing the impact of poverty on learners' progression and attainment

Page 16
In the guidance, WG sets out 8 'contributory factors' to successful curriculum realisation. It states that if any of the 8 factors are absent, that would constitute a 'barrier to learning'. As a result, an important role of the LA will be to monitor and evaluate leadership, provision, well-being, and progress of learners robustly. This work will enable the LA to identify what support schools need and where effective practice exists to broker school-to-school support.

The importance of reviewing and monitoring the impact of services for vulnerable learners due to adverse childhood experience, poverty, additional learning needs, mental well-being, disability, language, literacy/ communication and low attendance will be key priorities for the future.

Education & Skills 17-22

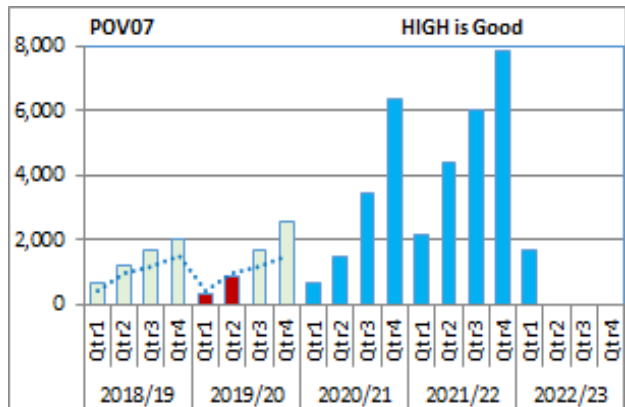
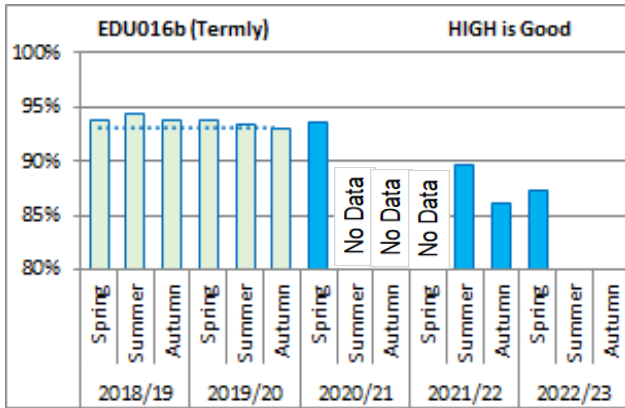
Performance Indicator	KEY	2020/2021 Quarter 1	2021/2022 Quarter 1	2022/2023 Quarter 1	Comment-2022/2023
BBMA4  The number of apprenticeships or trainee starts in the Council	RAG				Departments have reported that no apprentices have started (although recruitment has been on-going, we should see this reflected in Q2s figures).
	Result	10	1	0	
Target					
Trend	IMPROVING	DECLINING	DECLINING		
Num	10	1	0		
Den					
EDU015a  The percentage of final statements of Special Education Need (SEN) issued within 26 weeks including exceptions	RAG				Statements of Special Educational Need are being phased out and replaced with Individual Learning Plans (IDPs). This performance indicator needs to be replaced to reflect the changes in legislation and provision. The declining trend reflects the handover period and an updated performance indicator will be provided once the transformation to the new system is complete.
	Result		59.38%	12.00%	
Target					
Trend		No Data	DECLINING		
Num		19	3		
Den		32	25		

Education & Skills 17-22

Performance Indicator	KEY	2020/2021 Quarter 1	2021/2022 Quarter 1	2022/2023 Quarter 1	Comment-2022/2023																									
EDU015b ↑ The percentage of final statements of Special Education Need (SEN) issued within 26 weeks excluding exceptions	RAG				Statements of Special Educational Need are being phased out and replaced with Individual Learning Plans (IDPs). This performance indicator needs to be replaced to reflect the changes in legislation and provision. The declining trend reflects the handover period and an updated performance indicator will be provided once the transformation to the new system is complete.																									
	Result		70.37%	42.86%																										
	Target																													
	Trend		No Data	DECLINING																										
	Num		19	3																										
	Den		27	7																										
<p>EDU015b HIGH is Good</p> <table border="1"> <caption>EDU015b Data</caption> <thead> <tr> <th>Year</th> <th>Qtr1</th> <th>Qtr2</th> <th>Qtr3</th> <th>Qtr4</th> </tr> </thead> <tbody> <tr> <td>2019/20</td> <td>~10%</td> <td>~5%</td> <td>~10%</td> <td>~15%</td> </tr> <tr> <td>2020/21</td> <td>No Data</td> <td>No Data</td> <td>~10%</td> <td>~35%</td> </tr> <tr> <td>2021/22</td> <td>~70%</td> <td>~65%</td> <td>~60%</td> <td>~35%</td> </tr> <tr> <td>2022/23</td> <td>~45%</td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	Year	Qtr1	Qtr2	Qtr3	Qtr4	2019/20	~10%	~5%	~10%	~15%	2020/21	No Data	No Data	~10%	~35%	2021/22	~70%	~65%	~60%	~35%	2022/23	~45%				RAG				
Year	Qtr1	Qtr2	Qtr3	Qtr4																										
2019/20	~10%	~5%	~10%	~15%																										
2020/21	No Data	No Data	~10%	~35%																										
2021/22	~70%	~65%	~60%	~35%																										
2022/23	~45%																													
EDU016a ↑ Percentage of pupil attendance in primary schools	RAG				Percentage of pupil attendance in primary schools																									
	Result	95.02%	No Data	90.28%																										
	Target																													
	Trend	DECLINING		No Data																										
	Num	879679		1701052																										
	Den	925764		1884279																										
<p>EDU016a (Termly) HIGH is Good</p> <table border="1"> <caption>EDU016a (Termly) Data</caption> <thead> <tr> <th>Year</th> <th>Spring</th> <th>Summer</th> <th>Autumn</th> </tr> </thead> <tbody> <tr> <td>2018/19</td> <td>~94%</td> <td>~94%</td> <td>~94%</td> </tr> <tr> <td>2019/20</td> <td>~94%</td> <td>~93%</td> <td>~93%</td> </tr> <tr> <td>2020/21</td> <td>~94%</td> <td>No Data</td> <td>No Data</td> </tr> <tr> <td>2021/22</td> <td>No Data</td> <td>~93%</td> <td>~90%</td> </tr> <tr> <td>2022/23</td> <td>~90%</td> <td></td> <td></td> </tr> </tbody> </table>	Year	Spring	Summer	Autumn	2018/19	~94%	~94%	~94%	2019/20	~94%	~93%	~93%	2020/21	~94%	No Data	No Data	2021/22	No Data	~93%	~90%	2022/23	~90%			RAG					
Year	Spring	Summer	Autumn																											
2018/19	~94%	~94%	~94%																											
2019/20	~94%	~93%	~93%																											
2020/21	~94%	No Data	No Data																											
2021/22	No Data	~93%	~90%																											
2022/23	~90%																													

Education & Skills 17-22

Performance Indicator	KEY	2020/2021 Quarter 1	2021/2022 Quarter 1	2022/2023 Quarter 1	Comment-2022/2023
EDU016b ↑ Percentage of pupil attendance in secondary schools	RAG				
	Result	93.63%	No Data	87.27%	
	Target				
	Trend	DECLINING		No Data	
	Num	686096		1342275	
	Den	732718		1538004	
POV07 ↑ The number of training and employment person weeks created by BBM for unemployed and economically inactive.	RAG				The declining trend against last year s quarter 1 reflects the prevailing market conditions that continue to challenge the construction sector
	Result	680	2163	1689	
	Target				
	Trend	IMPROVING	IMPROVING	DECLINING	
	Num	680	2163	1689	
	Den				



The first quarter performance for 2022 shows positive results, with a mixed picture regarding trends. Some indicators are showing downward trends when compared against results for last year, or against the last monitoring period. Where relevant, explanatory comments have been provided based on the specific circumstances prevailing.

As previously reported, the delivery of actions within the Swansea Economic Recovery Action Plan is ongoing. The action plan, that was prepared in partnership with key stakeholders, and that is supported by deployment of the Council's economic recovery fund, includes a range of initiatives to stimulate economic activity and resilience within Swansea's local economy. The Regional Economic Delivery Plan, led by this Council and produced in collaboration with other authorities in the region and with Welsh Government, is now the platform for the production of the Shared Prosperity Fund Investment Strategy. Work on the regional Investment Strategy is now also being led by the Council. In addition, Round 2 Levelling Up funding bids are also advanced.

The effects of Covid on the construction sector is still having an impact on our programme delivery. Skilled and unskilled labour shortages, together with supply issues for some construction materials continue to affect programme and construction costs. An ongoing dialogue continues with our contractors, and all available countermeasures are being explored to mitigate the impacts of these issues. Despite this our major regeneration priorities have continued to make substantial progress on site during quarter 1. In particular the Copr Bay works have continued to make significant visible progress with final snagging works on the residential units, Church Hall, and ongoing work to the North MSCP. There have been positive discussions with tenants for the commercial units, and with funding bodies regarding the hotel development opportunity.

The Shaping Swansea procurement has now been concluded and Urban Splash have been announced as the Council's long term private sector development partner for the delivery of the next phase of strategic sites. This marks an exciting new chapter in Swansea's regeneration journey, bringing new resources and development expertise to the City. Stage 1 design work has progressed on phase 1 sites, which include the Swansea Central North, Civic Centre site and St Thomas Station site. Good progress has already been made on master planning and on the production of information to support the Levelling Up funding bids.

The Public Sector Hub project at the former BHS building has also made good progress on partner engagement for the new Community Hub with finalisation of RIBA stage 3 and the appointment of Design & Build contractors. Technical design will now move forward at pace. Works have also progressed on site at the Kingsway Employment Hub building to construct a major new high-tech office development, totalling 114,000 square feet of commercial floorspace, providing flexible co-working and office opportunities for innovative tech, digital and creative businesses.

The completion of the Reimagining of Wind Street project has improved the public realm and includes the installation of new street furniture, paving, lighting and environmental improvements. Minor works to address defects have been discussed with the contractor. A pre-application consultation has been launched for the regeneration of Castle Square with plans for a new Water fountain/jets, the addition of green space and a range of new cafes and restaurants overlooking the square. A full planning application will be submitted in Quarter 2.

Substantial progress has also been achieved at the Hafod Copperworks Powerhouse project with shell and core works completion targeted for Quarter 2. 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. Main works undertaken to date are demolition and strip out works, including the removal of the roof. The innovative digital workspace will offer a home for growing businesses in the tech, digital and creative sectors. 1544m² of floor space will be refurbished to create a quality office space that offers the prospect of providing accommodation for multiple SMEs. Heads of Terms have already been signed with the lead tenant Tramshed Tech.

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 visited in Quarter 1 to progress technical designs. Land assembly discussions to facilitate the scheme are now advanced.

Due to the impact of Covid pandemic, Welsh Government extended the compliance period for local authorities to complete the Welsh Housing Quality Standard (WHQS). The completion date was revised to the 31st December 2021, which corresponded with the end of Q3. The WHQS capital investment programme for 2021/22 was initially set at £46.875m, which included £12m of slippage from last year's Covid pandemic affected end of year financial outturn.

Further slippage has been experienced during this current year, again due to on-going impact of Covid and issues relating to the shortage of contractor capacity, skilled labour and materials which has affected programme delivery. A total spend of £32m has been achieved for WHQS projects at the end of financial year, which represents 96.5% of the revised budget target. The investment aims and objectives have remained the same as proceeding years; to ensure homes are in a good state of repair, thermally efficient, safe and secure and meeting the needs of individuals.

The Housing Service will collate data from completed improvement works to demonstrate achievement of WHQS compliance as is defined in statutory guidance. From 1st April 2022, the capital programme for WHQS will pass from a compliance target stage to a maintenance phase of the WHQS. Welsh Government have undertaken a comprehensive review of the current WHQS provisions and will consult with social housing providers this summer before introducing revised regulation and guidance, which will be known as WHQS2.

The revised WHQS2 guidance will introduce decarbonisation and fire safety targets for social landlords which will come into effect in April 2023. The overall WHQS programme will continue to contribute significantly towards community benefits and employment opportunities. We will report on the recruitment and training opportunities the WHQS programme provided during 2021/22 later this year.

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 60 homes in 2021/22 work has completed on 25 homes on Hill View Crescent in Clase. 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 and the 4 off site-manufactured pods has been completed and are now occupied. A further 23 acquisitions of ex Council owned properties are planned for 22/23. Work has also started at West Cross, to develop 6 bungalows, which has also been awarded IHP funding to include the additional renewable technologies.

The Council has successfully bid for Welsh Government Transitional Accommodation Capital Programme (TACP) funding for works to 34 void properties, increasing the overall number of properties being prepared for letting over the next 6 months, this approach would also lead to normal voids being turned around more quickly; as the in-house team would not be undertaking major capital work. The bid also included a request to fund the remodelling and conversion of 2 ex District Housing Offices and the Sparks Centre. Penlan DHO will be converted into 6 x 2 bedroom flats, with 2 ground floor flats will be wheelchair accessible. Eastside DHO will be converted into 4 x 1 bed flats, and again the 2 ground floor flats will be accessible. The Sparks Centre is a part demolition and new build of an ex community centre into 1 x 3 bedroom house and 2 x 1 bedroom wheelchair accessible flats.

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 September. 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 appointed a multi-disciplinary team to develop a masterplan for 4 x sites in close proximity, which should achieve planning application stage by early 2023.

Quarter 1 saw the new marketing campaigns launched building on the success and engagement for the previous year, including new branding in the city centre for the summer of sport. Events in Singleton Park resumed, with Gerry Cinnamon kickstarting a summer line up of strong acts, and the quarter completed with the build and preparations for the return of the Wales Airshow, which will be further reported on in the next quarter report.

We also saw the venues and events programme operating almost as they were pre-covid, with the exception that many activities and events had been 'rolled forward' creating a programme that is arguably bigger than ever. A new company in residence was established at the Grand Theatre Swansea - Grand Ambition, consisting of actors, producers, musicians and educationalists to aid the recovery of the venue alongside our community partners and staff. Work was also completed to the Foyer area and the Malthouse and new box office, ground floor **cafe** are now operational, helping encourage our audiences back to this historic and much loved venue in the city centre. Work to advance a Creative Hub for the South West also continued with the repurposing of the former Cranes music store into the 'Arts Arkade' welcoming artists to explore new ways of working and digital realms, alongside research programmes including an 'Hip Hop for Health' seminar and workshops, over a weekend, followed by a social event to explore how the software can further an understanding of the benefits of urban and street arts.

Within this agenda, we also contracted with an external agency Hopp Studios to undertake research and consultancy into the prospects for permanent 'entry point' sites for high quality arts installations on gable ends and billboards with the intention to progress and alternative city centre event, as part of the recovery plan and reoccupation of the city centre. The World Reimagined is another key project that will support these ambitions and this quarter confirmed the artists in residence, schools participation and locations for the ten Globes that will form a new temporary arts trail in the city, alongside a heritage and learning resource for better understanding our communities, histories and efforts for social and racial justice in the city. More on this to follow next quarter also alongside an update on the Uboxed series of projects visiting Swansea. These include the exciting Storybox tour which has been developed with our public libraries, and Galwad - an immersive theatre project developed with National Theatre Wales.

Significant progress was made with the delivery within the Cefn Hengoed 3G Barn and improved Community Leisure and PE facilities and a letter of intent and contract award issued to the preferred bidder which will be formally announced and start work early in Q2. To follow the increased Capital investment and overwhelming support from Swansea Councils Cabinet in late 21/22, the football foundation confirmed funding for £750,000 towards the scheme in Q1 and the project team and lawyers continued work to secure this funding offer within the period. Site mobilisation and completion of pre commencement planning conditions nearing completion in the period, with some investigations into mine shaft presence at the site further being explored through June.

The start to the financial year saw activity levels increase across the Leisure portfolio, with continued reducing of restrictions, the centres were able to operate at pre covid capacities. However the impact of new membership sales across the post-Christmas period has impacted into the early part of 22/23 with the growth dropping behind anticipated targets as expected.

Community sites continued to perform stronger than city centre attractions such as the LC from a gym membership perspective, contributed to factors such as continued working from home and the significant city centre developments which impacted on access and parking. The opening of the new Arena car parks added additional capacity, however without a fully commissioned solution for gym member parking in this new facility, the impact of the offer was limited to general customers, waterpark users etc. The walkways to the Waterfront were not completed within the period, and when they are should benefit the LC in terms of parking availability and general access from the same side of the site with direct access.

Swimming participation and income continued to remain strong across the facilities, with Swansea leading the way in terms of Learn to Swim enrolments and general splash income, particularly over the Easter period at the LC. Trends are however starting to show signs of changing habits across the venues, with less booking in advance due to increased capacity, which limits guaranteed income and participation in the event of no-show and plans changing due to weather changes. Online booking has however increased significantly post Covid, with majority of customers choosing this option.

The Penlan and the LC Hypolysers (electronic chlorination) were commissioned in Q1 and now offer a safer, cleaner and more environmentally friendly way to chlorinate the pools. Following some small teething issues, the units are now fully operational and save the contract significantly in terms of ongoing cost into depleting chlorine supplies, which still are in high demand and short supply across the sector.


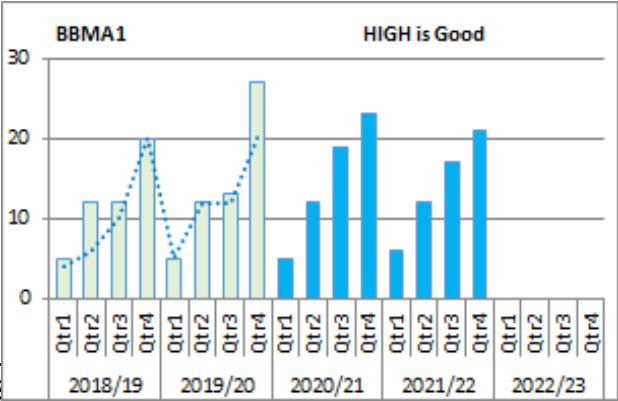

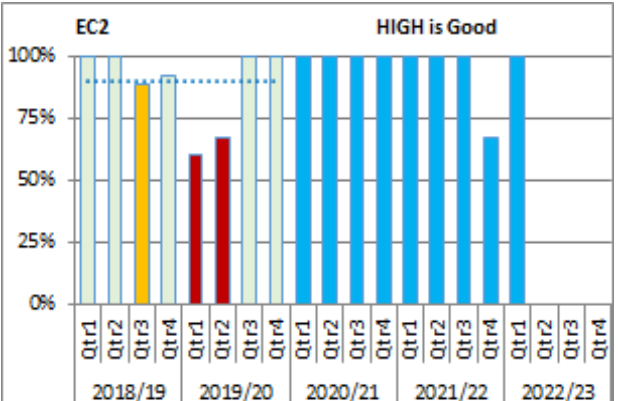
Further mitigation measures were completed following LED lighting upgrade and fencing at Elba Sport Complex, and the work completed to replace the playing surface, fencing, LED floodlighting and sports goals and equipment at the Phoenix Centre, Townhill. Using funding via ERF investments were made to refurbish the all-weather pitch and MUGA, which will benefit the local community for generations. Phoenix Centre trust and local ward members celebrated the investments with a community open day in May, which was attended by Cabinet members.

Draft reports into the assessment and options appraisal by consultants in relation to the Swansea Bay Sports Park at King George V playing fields made significant progress, with key stakeholder across the University and Council having initial review of the options available, which will be progressed for a decision in due course. 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. Planning permission explored by the University, with support from the Council for a new 3G pitch at the Sports Park was submitted, with decision due in Q2.

Outdoor leisure facilities and attractions opened up in early May with some record participation numbers helped by the good weather across the period. Demands for services such as beach huts continued to be popular, and the online systems registered over 1000 applications for less than 80 available seasonal beach huts.

The Council funded RNLI beach lifeguard service were back on the beaches at Langland, Caswell and Port Eynon from Easter, with each of the beaches retaining the Blue Flag Beach award which assesses the quality of the offer at each location including public services, information, safety and cleanliness. The Council launched the Beach Operators Charter at Caswell Bay in June, bringing together a number of key users of the beach to operate in a safe and sustainable way under the supervision and guidance of the RNLI and governing bodies.

Economy & Infrastructure 17-22

Performance Indicator	KEY	2020/2021 Quarter 1	2021/2022 Quarter 1	2022/2023 Quarter 1	Comment-2022/2023
BBMA1  The number of projects with social benefit clauses and Beyond Bricks & Mortar in their contracts	RAG				A number of clauses have been included in council contracts, although to date none of these have started on site during the 1st quarter (starting on site is the trigger to counting towards the PI target)
	Result	5	6	0	
	Target				
	Trend	STATIC	IMPROVING	DECLINING	
	Num	5	6	0	
	Den				
					
EC2  The Percentage of all major applications with an economic imperative that are approved	RAG				
	Result	100.00%	100.00%	100.00%	
	Target				
	Trend	IMPROVING	STATIC	STATIC	
	Num	3	3	5	
	Den	3	3	5	
					

Performance Indicator	KEY	2020/2021 Quarter 1	2021/2022 Quarter 1	2022/2023 Quarter 1	Comment-2022/2023
<p>EC5 </p> <p>Amount of commercial floorspace (measured by sq m) created within the TRI (Targeted Regeneration Investment) Programme target areas to accommodate job creation</p>	RAG				7 schemes are presently on site and progressing to deliver 2692sqm of commercial floorspace
Result	0	0	404		
Target					
Trend	STATIC	STATIC	IMPROVING		
Num	0	0	404		
Den					
<p>EC6 </p> <p>Number of new housing units created in TRI target areas as a result of Targeted Regeneration Investment (TRI) Programme funding.</p>	RAG				4 Schemes are presently on site progressing to deliver 26 units.
Result	0	0	25		
Target					
Trend	DECLINING	STATIC	IMPROVING		
Num	0	0	25		
Den					

Performance Indicator	KEY	2020/2021 Quarter 1	2021/2022 Quarter 1	2022/2023 Quarter 1	Comment-2022/2023
<p>EC7 ↓</p> <p>Average Turnaround Time for Land Charge Searches completed in the period</p>	RAG				<p>Performance is well within the 10 day target for response times to Land Charge Searches. However, the department has been involved in a project with the Land Registry for the transfer of some functions to that body. The transfer took effect at the end of April. The work involved in this project meant that there has been a slight impact on speed of turnaround.</p>
Result	4.46	2.61	2.88		
Target					
Trend	IMPROVING	IMPROVING	DECLINING		
Num	4.46	2.61	2.88		
Den					
<p>EP28 ↑</p> <p>The percentage of all planning applications determined within 8 weeks.</p>	RAG				<p>Target of 80% still being met. The last two years has seen a significant increase in the number of applications received which has increased officer workload. Analysis of the applications that have have taken over 8 weeks to determine shows that in many cases, the extra time needed is because applicants have amended the proposals. This automatically extends the time period to determine the application..</p>
Result	76.49%	83.58%	80.20%		
Target					
Trend	DECLINING	IMPROVING	WITHIN 5%		
Num	257	458	397		
Den	336	548	495		

The corporate plan sets out the council's commitment to Tackle Poverty to ensure that every person in Swansea can achieve their potential. To meet this commitment the corporate Tackling Poverty Strategy ensures that Tackling Poverty is everybody's business.

Cost of Living Impact

The economic impact of the Covid-19 pandemic and the cost of living crisis is having a significant impact on those already experiencing poverty and is driving those that were at risk of poverty, into poverty.

The latest Bevan Foundation 'Snapshot of Poverty' Summer 2022 report highlights that more than 1 in 8 Welsh Households either sometimes or often struggle to afford everyday items.

- 45% of Welsh households never have enough money for anything other than the basics, this is a deterioration from the May 2021 findings of 33% of households.
- The majority of people (57%) are now cutting back on essential items; heating, electricity and / or water.
- One in ten households with one child and one in five families with two children are cutting back on food for children.
- 14% of people have been arrears on a bill for more than one month with 25% borrowing money.
- 10% of people spent all their savings on day-to-day items between January and July 2022.
- The cost of living is impacting on people's health, with 43% of people in Wales have seen their mental health deteriorate as a result of their financial position.
- 11% of people are worried about the prospect of losing their home over the next three months.

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Welfare Benefits

- The number of people on Universal Credit in Swansea (Swansea East / West and Gower) 23,045 (DWP March 2022)
- People on Legacy Benefits (Child Tax Credit / Housing Benefit / Income Support / Income-based Jobseekers Allowance / Income-related Employment and Support Allowance / Working Tax Credit) Swansea West: 4312, Swansea East: 5346 and Gower: 3147 (DWP Nov 2021)
- From early May 2022 those on legacy benefits will migrate to Universal Credit by the end of 2024. DWP estimates that 54% of people will be better off when they move to UC, 35% of people will be worse off (approx 4,400 using Nov 21 figures) and 11% will see no change.

Employability Support

The number of people gaining employment through Employability support, supports the well-being objective steps; ensuring that young people are able to access employment, education and training after reaching 16 and, individuals are supported to overcome their barriers to employment through coordinated person centre employability support. 122 people have been supported into employment this quarter. This has been through the employability support programmes; Swansea Working, Communities for Work, Communities for Work Plus, Workways STU and Workways Plus. We continue to see an increase in vacancies and employment across many sectors.

Welfare Benefit Entitlements

The step to help address the impacts of Welfare reform, including supporting people to claim the full benefits they are entitled to so that they are able to maximise

their income is reported through the amount of welfare benefits raised through securing rights and entitlements by the Welfare Rights team. The amount of benefits secured during the first quarter of 22/23 was £2033,913.75 a slight decrease on the same quarter in 21/22. There continues to be a reduction in the number of appeals at tribunal and the value of benefits secured have decreased. The team responded to 254 benefit enquiries and trained 65 support workers this quarter.

Council Tax Reduction and Housing Benefit

The performance indicator of Council Tax Reduction (CTR) and Housing Benefit (HB) average time for processing new claims has decreased compared to the same period last year. The increase in time taken to process new applications for HB/CTR claims reflect a number of issues including the shift of more straightforward applications for financial assistance with rent over to Universal Credit. Those applications that remain with Housing Benefit being the more complex cases, particularly those for supported accommodation where in depth consideration of the rent charges must be carried out.

The Benefits Service have continued to manage additional grants on behalf of Welsh Government and this is having a very significant impact on processing times as staff are diverted away from core functions to deal with these payments to vulnerable residents. This includes the Winter Fuel Payments, Cost of Living Payment and Unpaid Carers Grant. The impact on core benefits processing services in Swansea, and indeed all Welsh LAs, from the need to divert resources to processing these grants continues to be very significant.

Housing

The Council, along with partners in the housing sector and support charities continued response to addressing homelessness and many people have been supported to find a place to live and many moving on from emergency temporary accommodation into longer-term homes. The average number of days homeless families with children spent in Bed and Breakfast accommodation increased from this time last year due to the continued pressure on temporary accommodation and families are moved into suitable accommodation as soon as possible.

Skills and Qualifications

The number of accredited qualifications achieved by adults with local Authority support has increased this quarter to 210 compared to last year's 192 in the same period. Course arrangements and attendance continues to be impacted by covid, both for the attendees and the course providers. There were 468 unique learners on accredited and non-accredited Lifelong Learning courses during the last quarter, with 632 enrolments onto courses, including digital literacy, Essential Skills and Learning for Life Courses (languages, well-being and arts). The non-accredited courses provide a pathway for learners to progress onto further learning and accredited courses. Partnership working between Swansea Working, Lifelong Learning, Employability Programmes and partners has continued offer participants accredited training and qualifications to meet employment opportunities.

Partnership Working

The Swansea Council Poverty Forum, Swansea Poverty Partnership Forum, Financial Inclusion Steering Group and Swansea Food Poverty Network continue to meet, facilitating networking, sharing of good practice, information, trends, changes to services and new opportunities, encouraging partnership working and collaboration.

During the quarter £58,005.83 Household Support grants were awarded to 35 organisations, £52,500 of the WG Cost of Living Grant has been allocated to a Fuel Costs Support Fund and the team have worked in partnership to distribute 595 surplus beds from the Bay Field Hospital to people in need including refugees across the Swansea Bay area.

Tackling Poverty 17-22

Performance Indicator	KEY	2020/2021 Quarter 1	2021/2022 Quarter 1	2022/2023 Quarter 1	Comment-2022/2023
HBCT01a ↴ Housing Benefit Speed of Processing: Average time for processing new claims.	RAG				Increased processing times reflect the diversion of resources to work outside our normal core function - welsh government grants
	Result	24.69	20.01	32.19	
	Target				
	Trend	DECLINING	IMPROVING	COVID-IMPACT	
	Num	13802	8883	17610	
	Den	559	444	547	
HBCT01b ↴ Housing Benefit Speed of Processing: Average time for processing notifications of change in circumstances.	RAG				Increased processing times reflect the diversion of resources to work outside our normal core function - welsh government grants
	Result	4.58	4.26	4.55	
	Target				
	Trend	IMPROVING	IMPROVING	COVID-IMPACT	
	Num	25379	21422	20305	
	Den	5547	5034	4462	

Tackling Poverty 17-22

Performance Indicator	KEY	2020/2021 Quarter 1	2021/2022 Quarter 1	2022/2023 Quarter 1	Comment-2022/2023
HBCT02a ↴ Council Tax Reduction Speed of Processing: Average time for processing new claims.	RAG				Increased processing time reflects the diversion of resources to work outside our normal core function - welsh government grants - plus the impact of uprating exercises carried out by DWP
	Result	28.18	26.36	31.90	
	Target				
	Trend	DECLINING	IMPROVING	COVID-IMPACT	
	Num	65462	43782	52420	
	Den	2323	1661	1641	
	RAG				Improvements in processes result from increased automation of the handling of DWP notifications of changes in circumstances
HBCT02b ↴ Council Tax Reduction Speed of Processing: Average time for processing notifications of change in circumstances.	Result	8.36	8.10	1.90	
	Target				
	Trend	DECLINING	IMPROVING	COVID-IMPACT	
	Num	145151	167371	43179	
	Den	17361	20789	22780	

Tackling Poverty 17-22

Performance Indicator	KEY	2020/2021 Quarter 1	2021/2022 Quarter 1	2022/2023 Quarter 1	Comment-2022/2023
POV05 ↑ The amount of welfare benefits raised through securing rights and entitlements by the Welfare Rights Team (£)	RAG				A slight reduction on last quarter and this time last year, which is not unexpected due to the reduction of benefit income for key claimant groups including many who are sick and disabled.
	Result	266842.28	211047.86	203913.75	
Target					
Trend	DECLINING	DECLINING	WITHIN 5%		
Num		266842.28	211047.86	203913.75	
Den					
POV06 ↓ The average number of days all homeless families with children spent in Bed and Breakfast accommodation	RAG				The average was greatly increased by one family who remained in B&B for 24 nights. This household was homeless due to violence and we were unable to secure a male refuge where children were also accommodated. We were unable to move the family into another form of temporary accommodation sooner due to the pressures on all forms of temporary accommodation caused by the pandemic. We did however succeed in housing them from B&B on a permanent basis.
	Result	0	6.60	10.33	
Target					
Trend	IMPROVING	DECLINING	DECLINING		
Num		0	33	31	
Den		0	5	3	

Tackling Poverty 17-22

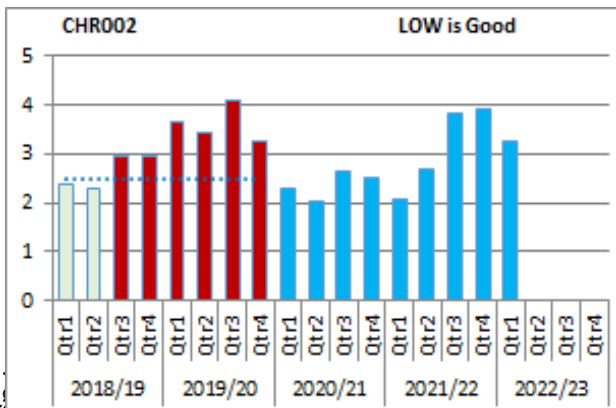
Performance Indicator	KEY	2020/2021 Quarter 1	2021/2022 Quarter 1	2022/2023 Quarter 1	Comment-2022/2023
POV10 Number of people gaining employment through Employability Support	RAG				One support programme has ended since quarter 1 last year. A replacement programme has started with a revised target group of young people age 18-25. New partnerships have been developed to engage with the target group and targeted employment opportunities including an Employment Hub in the city centre.
	Result	82	134	122	
	Target				
	Trend	IMPROVING	IMPROVING	DECLINING	
	Num	82	134.	122	
	Den				
POV11 Number of accredited qualifications achieved by adults with local Authority support	RAG				We have seen increased confidence of learners to attend face to face accredited courses as there is less risk of covid in communities.
	Result	80	182	210	
	Target				
	Trend	DECLINING	IMPROVING	COVID-IMPACT	
	Num	80	182.	210	
	Den				

Working with partners regionally and locally continues to be an important element of delivering our Transformation and Future Council objective. In the first quarter the South West Wales regional Corporate Joint Committee has been developing its work programme for the year ahead in respect of the regional transport plan, the strategic development planning function and delivery of activities that contribute to economic wellbeing.


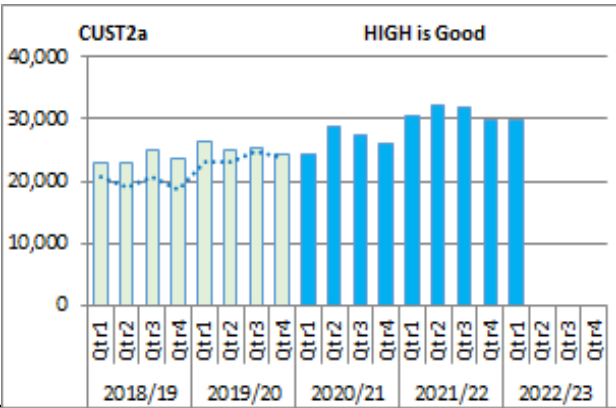

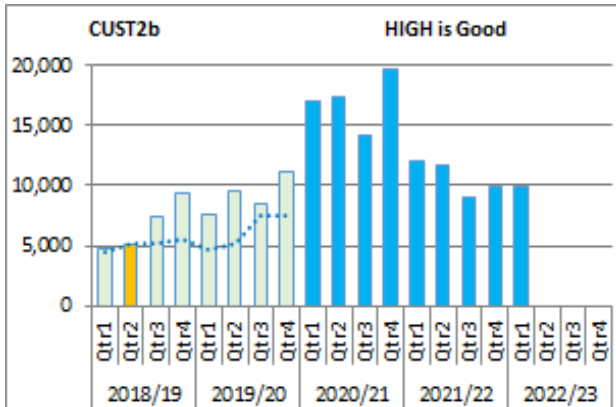
Locally, the Public Service Board (PSB) Joint Committee met in June when Cllr Andrea Lewis, Deputy Leader of the Council, was elected as Chair and Terms of reference agreed. Among other items, the Joint Committee discussed Human Rights City and development of the new PSB Well-being Plan to improve the well-being of the people of Swansea. Progress towards Swansea becoming a human rights city continues with a pocket guide to "your rights" due to be launched in August and training planned in the next quarter for senior managers in the council and partnership organisations to help increase understanding of how to embed human rights into policies and services.

Implementation of the provisions in the Local Government and Elections (Wales) Act 2021 remains on track with the development of a new public participation strategy and publication of our self-assessment and annual performance report scheduled for October.


Performance Indicator	KEY	2020/2021 Quarter 1	2021/2022 Quarter 1	2022/2023 Quarter 1	Comment-2022/2023
CHR002 ↴ The number of working days/shifts per full time equivalent lost due to sickness absence	RAG				Note from Corporate Performance Team - Data quality under review. Sickness levels continue to be impacted by Covid related absence. Q1 is particularly high when compared to the same quarter in 2020/21 and 2021/22 due to it being the first Spring season which follows a Winter with no Covid related restrictions that dampened down transmission. It is also evident that Q1 mirrors the outturn in Q1 in 2019/20, suggesting a more usual pattern of absence as experienced before the pandemic. To mitigate increasing levels, MOA advisors continue to work with service areas to address sickness absence rates.
	Result	2.31	2.09	3.27	
	Target				
	Trend	IMPROVING	IMPROVING	COVID-IMPACT	
	Num	20415.25	19045.76	30841.14	
	Den	8844.79	9093.07	9445.78	



99 of 66

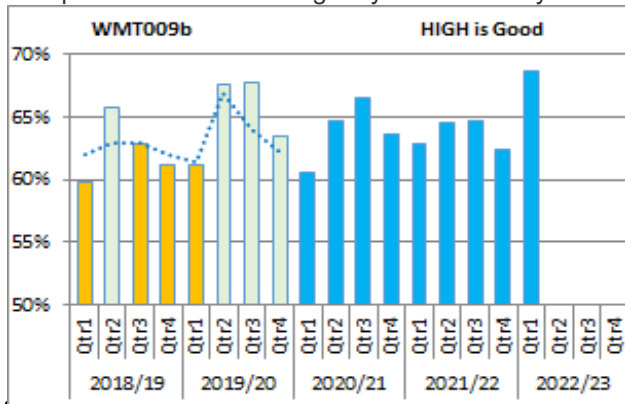
Performance Indicator	KEY	2020/2021 Quarter 1	2021/2022 Quarter 1	2022/2023 Quarter 1	Comment-2022/2023
CUST2a  Number of online payments received via City and County of Swansea websites	RAG				The banking industry brought in new security measures in the spring, which caused our third party payment provider Civica some issues. These were resolved by them, but the overall number of online payments may have been affected slightly. This, coupled with the Council's policy to encourage post-pandemic recovery by waiving fees and charges for some activities eg pitch bookings and Lifelong Learning courses means that the total is slightly down compared with the same period last year.
	Result	24364	30406	29819	
	Target				
	Trend	DECLINING	IMPROVING	WITHIN 5%	
	Num	24364	30406	29819	
	Den				
 <p>CUST2a HIGH is Good</p>					
CUST2b  Number of forms completed online for fully automated processes.	RAG				This shows a downward trend due to fewer reports of some waste related issues including missed bins. Users no longer request green bags online as they are available from libraries and a range of other location points
	Result	17079	11987	9812	
	Target				
	Trend	IMPROVING	DECLINING	DECLINING	
	Num	17079	11987	9812	
	Den				
 <p>CUST2b HIGH is Good</p>					

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Performance Indicator	KEY	2020/2021 Quarter 1	2021/2022 Quarter 1	2022/2023 Quarter 1	Comment-2022/2023
PROC12  Number of data breaches which has resulted in an enforcement or monetary penalty notice being issued by the Information Commissioners Office (ICO)	RAG				
	Result	0	0	0	
	Target				
	Trend	STATIC	STATIC	STATIC	
	Num	0	0	0	
	Den				
	NO GRAPH DISPLAYED All values are zero				

Waste management has an important role in enabling Swansea to get to its Net Zero targets by 2030 and 2050. This means reducing waste and maximising the value of limited resources by making things last through keeping them in a loop of use including reusing, repairing, remaking and finally recycling. Diverting resources away from landfill in line with the WG Collection blueprint will be critical to the net zero objectives.



Performance Indicator	KEY	2020/2021 Quarter 1	2021/2022 Quarter 1	2022/2023 Quarter 1	Comment-2022/2023
<p>WMT009b ↑</p> <p>The percentage of municipal waste collected by local authorities and prepared for reuse and/or recycled, including source segregated biowastes that are composted or treated biologically in another way</p>	RAG				<p>Please note that the data is reported a quarter behind. This data is for Q4, 2021/22. The significant increase in the performance for Q4 2021/22 is due to our move from landfilling residual waste at Tir John, to our new Energy from Waste (EfW) contract which commenced in February 2022, in line with our Waste Strategy. The resultant bottom ash from the EfW process is recycled for use as an aggregate, providing an ongoing improvement in recycling performance.</p>
	Result	60.55%	62.90%	68.74%	
	Target				
	Trend	DECLINING	IMPROVING	IMPROVING	
	Num	16053.99	17876.76	18428.96	
	Den	26511.54	28421.85	26809.10	



je 70

APPENDIX - New PI's



Safeguarding 17-22					
Performance Indicator	KEY	2020/2021 Quarter 1	2021/2022 Quarter 1	2022/2023 Quarter 1	Comment-2022/2023
AD011a ⬆ The total number of packages of reablement completed during the period which: a) Reduced the need for support	RAG				See AD011C below. As a percentage, the number of completed packages of care with reduced support in Qtr 1 reduced to just 1%. This reflects the positive increase in those returning home without care.
	Result			2.00	
	Target				
	Trend			No Data	
	Num			2.00	
	Den				
AD011b ⬆ The total number of packages of reablement completed during the period which: b) Maintained the need for support	RAG				See AD011C below. As a percentage, positively the number of completed packages of care where there was a continued need for support reduced in Qtr1 to 27% (from 30%)
	Result			44.00	
	Target				
	Trend			No Data	
	Num			44.00	
	Den				

Performance Indicator	KEY	2020/2021 Quarter 1	2021/2022 Quarter 1	2022/2023 Quarter 1	Comment-2022/2023
AD011c  The total number of packages of reablement completed during the period which: c) Mitigated the need for support	RAG				Despite continued pressures, the service has achieved good outcomes with 52% leaving reablement with no ongoing support requirements (165 people in total leaving reablement). This is an increase from 48% for last year which is an improved position (contrary to the red downward arrow) and is due, in part, to more robust multi disciplinary screening of admissions into service(s) where capacity has been restricted through increased staff absence towards the end of quarter 1.
	Result			86.00	
	Target				
	Trend			No Data	
	Num			86.00	
	Den				
AD011d  The total number of packages of reablement completed during the period which: d) Neither reduced, maintained nor mitigated the need for support	RAG				See AD011C above. As a percentage, the number of completed packages of care, where the need for support was not mitigated/maintained in Qtr1, reduced to 20%, due in part to the increased complexity of individuals being referred to the service(s) for assessment and right sizing activity and increased length of stay in service, due to the paucity of external domiciliary care provision for individuals with longer term long term maintenance care and support needs following assessment.
	Result			33.00	
	Target				
	Trend			No Data	
	Num			33.00	
	Den				



Safeguarding 17-22

Performance Indicator	KEY	2020/2021 Quarter 1	2021/2022 Quarter 1	2022/2023 Quarter 1	Comment-2022/2023
AD017 ↑ The number of Care and Support plans that were due to be reviewed during the period that were completed within statutory timescales	RAG				Due to the validation work required to complete this measure it has not been possible to complete in the timescales.
	Result				
	Target				
	Trend				
	Num				
	Den				
AD024 ↑ The total number of enquiries completed within 7 working days from the receipt of the reported alleged abuse.	RAG				
	Result			97.00	
	Target				
	Trend			No Data	
	Num			97.00	
	Den				

Safeguarding 17-22

Performance Indicator	KEY	2020/2021 Quarter 1	2021/2022 Quarter 1	2022/2023 Quarter 1	Comment-2022/2023
CA005a  The number of carers assessments completed for adults during the period where: a) Needs could be met with a carer's support plan or care and support plan.	RAG				Positively we continue to see an increase in the number of carers assessments completed as a result of our ongoing work to provide support to the carers in our community. 147 Assessments were completed in Qtr1, equating to 63% being providing with care and support (60% in Q4 21/22).
	Result			93.00	
	Target				
	Trend			No Data	
	Num			93.00	
	Den				
CA005b  The number of carers assessments completed for adults during the period where: b) Needs were able to be met by any other means.	RAG				See CA005a above. 49 equates to 33% , therefore a reduction from Q4 21/22 which was 38%. This remains positive that alternative interventions are being identified
	Result			49.00	
	Target				
	Trend			No Data	
	Num			49.00	
	Den				



Safeguarding 17-22

Performance Indicator	KEY	2020/2021 Quarter 1	2021/2022 Quarter 1	2022/2023 Quarter 1	Comment-2022/2023
CA005c  The number of carers assessments completed for adults during the period where: c) There were no eligible needs to meet..	RAG				See CA005a above. 5 equates to 3%, therefore remaining very similar to Q4 21/22 which was 4.7%
	Result			5.00	
	Target				
	Trend			No Data	
	Num			5.00	
	Den				
CFS11a  The number of children Being Placed on the Local Authority's Child Protection Register (CPR) within the Period.	RAG				Since April 2022 we have seen a downward trend in the number of children on the Child Protection Register, with the number of de-registration surpassing the number of registrations each month.
	Result			54.00	
	Target				
	Trend			No Data	
	Num			54.00	
	Den				



Safeguarding 17-22

Performance Indicator	KEY	2020/2021 Quarter 1	2021/2022 Quarter 1	2022/2023 Quarter 1	Comment-2022/2023
CFS19b ↑ The Number of visits to children on the Child Protection Register (CPR) which were not overdue.	RAG				We have seen improvements in this area, which is now above our expected target (90% compliant). This is really positive, given the challenges experienced with staffing.
	Result			177.00	
	Target				
	Trend			No Data	
	Num			177.00	
	Den				
CFS25 ↓ The number of Children / Young People supported by the Early Help Hubs at the end of the period	RAG				Since April 2022 we have seen a reduction in the number of children and young people requiring support from the statutory service. Positively, we are seeing more children and their families accessing support from early intervention and prevention services.
	Result			1190.00	
	Target				
	Trend			No Data	
	Num			1190.00	
	Den				



Safeguarding 17-22

Performance Indicator	KEY	2020/2021 Quarter 1	2021/2022 Quarter 1	2022/2023 Quarter 1	Comment-2022/2023
<p>CFS26 </p> <p>The Number of contacts to the Child & Family IAA (Information, Advice and Assistance) Hub that are subsequently passed on to the Integrated Safeguarding Hub.</p>	RAG				<p>Although the overall number of children and young people needing support from statutory services has reduced, the level of complexity presenting at the front door has increased. The Integrated Safeguarding Hub completes child protection investigations as well as safety planning to try and avoid these cases being passed over to the supported care planning teams.</p>
	Result			126.00	
	Target				
	Trend			No Data	
	Num			126.00	
	Den				
<p>CFS2b </p> <p>The number of children ceasing to be looked after (LAC) within the Period.</p>	RAG				<p>Monthly meetings have taken place to review legal orders for looked after children. We have seen this safely reduce the looked after children population, and this may also see the number that cease being looked after stabilising. Examples of where children cease being looked after include - returning home to their parents/family, being adopted, Special Guardianship Order being granted.</p>
	Result			29.00	
	Target				
	Trend			No Data	
	Num			29.00	
	Den				

Safeguarding 17-22

Performance Indicator	KEY	2020/2021 Quarter 1	2021/2022 Quarter 1	2022/2023 Quarter 1	Comment-2022/2023
CH015  The total number of children with a care and support plan at the end of the period.	RAG				As we continue to develop WCCIS reporting, we are seeing the positive impact of these reports on the service - with an increased number of children with a Care and Support Plan being recorded.
	Result			927.00	
	Target				
	Trend			No Data	
	Num			927.00	
	Den				
CH026  The number of children on the Local Authority's Child Protection Register (CPR) at end of the period.	RAG				See comment for CFS11a
	Result			181.00	
	Target				
	Trend			No Data	
	Num			181.00	
	Den				

Safeguarding 17-22

Performance Indicator	KEY	2020/2021 Quarter 1	2021/2022 Quarter 1	2022/2023 Quarter 1	Comment-2022/2023
CH036  The number of children being removed from the Local Authority's Child Protection Register (CPR) within the Period.	RAG				See comment for CFS11a
	Result			72.00	
	Target				
	Trend			No Data	
	Num			72.00	
	Den				
CH037b  The number of children becoming Looked After (LAC) within the Period.	RAG				While we have seen an increase in the number of children becoming looked after compared with the previous quarter - the overall looked after population has reduced.
	Result			34.00	
	Target				
	Trend			No Data	
	Num			34.00	
	Den				

Appendix B - Integrated Impact Assessment Screening Form

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

Which service area and directorate are you from?

Service Area: SDU

Directorate: Corporate Services

Q1 (a) What are you screening for relevance?

- New and revised policies, practices or procedures
- Service review, re-organisation or service changes/reductions, which affect the wider community, service users and/or staff
- Efficiency or saving proposals
- Setting budget allocations for new financial year and strategic financial planning
- New project proposals affecting staff, communities or accessibility to the built environment, e.g., new construction work or adaptations to existing buildings, moving to on-line services, changing location
- Large Scale Public Events
- Local implementation of National Strategy/Plans/Legislation
- Strategic directive and intent, including those developed at Regional Partnership Boards and Public Services Board, which impact on a public bodies functions
- Medium to long term plans (for example, corporate plans, development plans, service delivery and improvement plans)
- Setting objectives (for example, well-being objectives, equality objectives, Welsh language strategy)
- Major procurement and commissioning decisions
- Decisions that affect the ability (including external partners) to offer Welsh language opportunities and services
- Other

(b) Please name and fully describe initiative here:

Q1 2022/23 Performance Monitoring Report – this reports on performance during Q1 2022/23 delivering the Council's key priorities as set out in the Corporate Plan.

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"/>

Appendix B - 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

This reports on performance during Q1 2022/23 delivering the Council's key priorities as set out in the Corporate Plan, so no consultation or engagement is required.

- 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.)

Outcome of Screening – This reports on performance during 2021/22 delivering the Council's key priorities as set out in the Corporate Plan, so there is no direct impact on people or communities.

Appendix B - Integrated Impact Assessment Screening Form

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.

Screening completed by:
Name: R Rowlands
Job title: Strategic Delivery & Performance Manager
Date: 15/08/22
Approval by Head of Service:
Name: Lee Wenham
Position: Head of Communications & marketing
Date: 15/08/22

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

Agenda Item 12.



Joint Report of the Cabinet Members for Culture and Equalities and Corporate Service & Performance

Cabinet – 20 October 2022

Proposed Renewed/Extended Lease of the Dylan Thomas Theatre

Purpose:	To approve the Grant of a New Lease of the Building known as the Dylan Thomas Theatre (Gloucester Place, Maritime Quarter, Swansea SA1 1TY) to the Swansea Little Theatre
Policy Framework:	Community Asset Transfer Policy 2021 Well-being of Future Generation Act & Swansea Council Well-being Plan. Financial Procedure Rules Land Transaction Procedure Rules
Consultation:	Legal, Finance, Property and Access to Services.
Recommendation(s):	It is recommended that Cabinet: 1. Approves the proposal to extend and secure the tenure of the Swansea Little Theatre by award of a 125 year lease to support the proposed use of the venue by awarding at a peppercorn rent. 2. Grants delegated authority to the Head of Property Services to negotiate and settle the terms of the proposed lease and authorise the Chief Legal Officer to finalise the legal documentation.
Report Authors:	Tracey McNulty/Lewis Hinds
Legal Officer	Sally-Ann Evans
Finance Officer:	Paul Roach
Access to Services Officer:	Rhian Millar

1. Introduction

- 1.1 Swansea Little Theatre has successfully operated and occupied the Dylan Thomas Theatre since 1979.

- 1.2 Their current lease, which was for a term of 25 years from June 2005, expires in June 2030. The lack of certainty beyond this date limits their ability to secure investment for the building.
- 1.3 It is proposed that a new 125 Year lease at a peppercorn rent is granted, in line with the Councils Community Asset transfer Policy. The other existing lease terms will remain the same with the tenant being responsible for the full repair of the property.

2. Background

- 2.1 The Dylan Thomas Theatre is operated as a community venue, since 1979, by the Little Theatre Co.; Their current lease enables them to deliver the objectives of the organisation which contribute to the wider objectives for the council and the city as a creative and cultural destination to visit, stay and enjoy
- 2.2 The Company operate the venue as an independent concern, which contributes to the cultural infrastructure of the waterfront district, supporting community theatre in an accessible and welcoming environment. With consistent support from volunteers, amateur and professional practitioners, it attracts circa 15,000 visitors per annum to school, community, professional use and business hires. These include Theatr na n'Og, to whom the Theatre plays host for three months of the year, allowing over 6000 school children to experience interactive theatre.
- 2.3 The scale of the auditorium, with 150 seats plus disabled viewing, lends itself well to diverse programming for young talent and touring productions, as well as new work in development, small scale cabaret and comedy, jazz and film.
- 2.4 The premises and programming have stood the test of time, having been managed this way since 1979, with little or no subsidy from the Council, save for specific partnership events such as the recent Jazz Festival. Drawing on the passions of local contributors, volunteers and theatre co's, all maintenance and costs have been covered through income generation and grants available to the third sector. For example, they have recently upgraded the theatrical lighting and sound with a substantial grant from Cory Environmental Trust and are now considered to have one the best lighting of any theatre in the country, with a full LED rig and the latest control desks.
- 2.5 A further grant from Cory Environmental for a completely new-sprung stage floor, has made this space ideal for dance as well as theatrical performance and hires which take place across the venue, utilising all space available including the volunteer run bar/ Foyer area.
- 2.6 Through the company's investments, the building is now fully accessible with ramps, lowered bar and box office, disabled toilets and baby changing

facilities. The stage is ramped and fully accessible, with disabled toilets and shower backstage.

- 2.7 The Co. are also committed to the principal of continual environmental improvement and ensuring impacts are low.
- 2.8 Historically, the venue is associated with Dylan Thomas, who spent time with the Little Theatre in the 1930s. Panels which tell this story, from the book 'Dylan the Actor' by Heather Holt, and 'Swansea's Dylan' a glimpse of the places and people that affected and influenced the writing of young Dylan are also on display. It shares its footprint with the Swansea Museum Tramshed; and Swansea Artist Studios on the upper floors; and fronts Dylan Thomas Square – adjacent to the Waterfront museum and the new Copr Bae cultural destination. It offers something uniquely 'Swansea' to this quarter, which is a mix of new and historic infrastructure, and provides much needed community facilities and support for the wider cultural sector. This will be complemented by the growth of events in the area, and the plans to relaunch the Amphitheatre as a space for live music.
- 2.9 Overall, the operation and use of the theatre provides a sustainable and inclusive addition to the cultural landscape and contributes to the Council's policies for wellbeing and community action, as well as our commitment to delivering the Wellbeing of Future Generations. It is a good example of how asset transfer in this way can produce deeply rooted benefits for our communities and secure access to and viability of historic areas, at little or no cost to the Council directly.
- 2.10 Further, the arrangements do not compromise other more commercially suited uses of this site, which may be the case for 'new' proposals should the Little Theatre be obliged to relocate and/ or other tenants need to find alternative premises, which would also require financial support. The offer is complementary to the aspiration for this area as a leisure and cultural destination and the self managed delivery is not at risk from the longer lease, as could be the case for a new 'purpose'.

3. Property Implications / Financial Implications

- 3.1 The current lease terms allows for the Tenant to pay a Market rent for the property, which may be argued to be up to the value of £12,000 per annum.
- 3.2 Due to the contribution of the Co. to the wider community, cultural offer and self sustaining management securing investment, they have to date been granted a concessionary rent. This has varied in line with the Council's concessionary rent policy at the time; which most recently set this at £1,200 per annum. Under the recommendations of this report the Council will lose this income by way of demonstrating its full support for the benefits as described above and opportunity to secure further investment and enjoyment of cultural assets in this part of the city.

- 3.3 The General Disposal Consent (Wales) Order 2003 allows a range of public bodies to transfer the ownership and management of land and buildings to local communities at 'less than best consideration' where it is the intention to promote social, economic or environmental well-being. The proposed disposal is in accordance with the Councils Community Asset Transfer Policy (CAT Policy) and falls within the scope of the General Disposal Consent (Wales) Order 2003. This disposal also meets the objectives of the Well-Being of Future Generations (Wales) Act 2015 and the Council's policy commitments of creating a Healthier Swansea.
- 3.4 The Head of Property Services is satisfied that the disposal is in accordance with the CAT Policy in that it will create a mutual benefit to both the Council and the community by promoting social, economic or environmental wellbeing and support the aims and priorities of the Council. Community Asset Transfer is an established mechanism used to enable the community ownership and management of public owned land and buildings. The ultimate aim of Community Asset Transfer is community empowerment, that is, to ensure that land and buildings are retained or transformed for public benefit through community asset ownership or management.
- 3.5 In order to comply with the Council's Land Transaction Procedure Rules this report needs to include prescribed information, It is confirmed in the paragraphs above that this disposal is in accordance with the CAT Policy and meets the requirements of the General Disposal Consent (Wales) Order. If this disposal is not approved then the benefits as outlined in paragraph 2.3 will not be achieved. There is no commercial advantage acquired by the tenant as a result of this disposal as the proposed tenant is not a commercial enterprise. The proposal is to lease the Land for a term of 125 years on a full repairing and insuring lease at a peppercorn rent.
- 3.6 The above mentioned terms are non-negotiable so cabinet approval is sought for these terms and to then authorise the Head of Property Services to negotiate and settle the other detailed terms of the proposed lease (and thereafter any required Deeds of Variation) and to instruct the Chief Legal Officer to finalise the legal documentation.

4. Integrated Assessment Implications (IIA)

- 4.1 The Council is subject to the Equality Act (Public Sector Equality Duty and the socio-economic duty), the Well-being of Future Generations (Wales) Act 2015 and the Welsh Language (Wales) Measure, and must in the exercise of their functions, have due regard to the need to:
- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Acts.
 - Advance equality of opportunity between people who share a protected characteristic and those who do not.

- Foster good relations between people who share a protected characteristic and those who do not.
 - Deliver better outcomes for those people who experience socio-economic disadvantage
 - Consider opportunities for people to use the Welsh language
 - Treat the Welsh language no less favourably than English.
 - Ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs.
- 4.2 The Well-being of Future Generations (Wales) Act 2005 mandates that public bodies in Wales must carry out sustainable development. Sustainable development means the process of improving the economic, social, environmental and cultural well-being of Wales by taking action, in accordance with the sustainable development principle, aimed at achieving the 'well-being goals'.
- 4.3 Our Integrated Impact Assessment (IIA) process ensures we have paid due regard to the above. It also takes into account other key issues and priorities, such as poverty and social exclusion, community cohesion, carers, the United Nations Convention on the Rights of the Child (UNCRC) and Welsh language.
- 4.4 An IIA Screening Form (Appendix A) has been completed with the agreed outcome that a full IIA report was not required:
- Swansea Little Theatre will continue to occupy, improve and enhance the facility provision from the Theatre, and a long lease at a peppercorn rent will enable them to further develop opportunities for the local community.
 - There will be no change in provision or opportunity available at present, as the Theatre will remain accessible to the public as it is currently.
- 4.5 The IIA process also provides evidence that the initiative complies with Welsh Language Standards: specifically, that we have considered how to maximise any benefits and minimise any adverse effects on:
- opportunities for people to use the Welsh language
 - treating the Welsh language no less favourably than English.

5. Financial Implications

- 5.1 The proposed letting will be at a peppercorn rent and will generally be at less than best value. However, given the nature of the proposed disposals the amount of undervalue will be low generally ranging from a few hundred to a few thousand pounds.
- 5.2 Agreement of a long term lease to the Little Theatre Company would preclude the Authority from the possibility of the future sale and capital receipts from this site.

- 5.3 There will be no additional long term revenue or capital financial commitment required by the Authority for this building, as this will continue be the responsibility by the tenant from the date of the lease.

6. Legal Implications

- 6.1 Section 123 of the Local Government Act 1972 and the Council's Land Transaction Procedure Rules set out in the constitution apply to this disposal. Under s123 LGA 1972 a local authority has the power to dispose of land held by it in any manner it wishes provided that the local authority achieves the best consideration that can reasonably be obtained except where the disposal is for a short tenancy (less than 7 years) or the local authority has the consent of the Welsh Ministers. Under the Council's constitution the responsibility of determining in what manner the land will be disposed of in order to obtain best consideration lies with the Head of Property Services.

Under the General Disposal Consent (Wales) Order 2003 the Welsh Ministers have issued a general consent for disposals of land under s123 for less than best consideration. This allows a local authority to dispose of land for less than best consideration if it considers that the disposal will contribute to the promotion or improvement of the economic, social or environmental well-being of its area and the extent of the undervalue is no more than £2m. The General Disposal Consent (Wales) Order allows a range of public bodies to transfer the ownership and management of land and buildings to local communities at 'less than best consideration' where it is the intention to promote social, economic or environmental well-being. Paragraphs 3.3 and 3.4 above confirm that this proposed disposal is at an undervalue in accordance with the Council's Community Asset Transfer Policy, the objectives of which clearly meet the criteria for the application of the General Disposal Consent (Wales) Order 2003.

- 6.2 The property has not been advertised on the open market. The Council's constitution specifies that if there has been no marketing of the Land or only one person has indicated an interest to purchase there can be no such disposal of land except where it is determined by the Head of Property Services or his nominee is satisfied that the disposal would be in accordance with the applicable statutory requirements. In considering this, the Head of Property Services may have regard to the following matters (among others) (a) the robustness of the valuation evidence (b) the likely market for the Land now and in the future given its relevant physical, legal or other characteristics, (c) the potential for the Land to be transferred to and used by a community council or Third Sector/Community Group in accordance with the CAT Policy, (d) responses (if any) received by the Council following reasonable marketing of the Land and (e) whether the disposal would achieve a corporate objective or contribute to the promotion or improvement of the economic, social or environmental wellbeing of people or communities in its area (taking into account all considerations including subsidy controls).

- 6.3 As stated in paragraphs 3.3 and 3.4 above, the Head of Property Services is satisfied that the disposal is in accordance with the CAT Policy and assists the Council in meeting several statutory and policy objections, therefore satisfying the criteria in (c) and (e) above.
- 6.4 The lease documentation will contain all the relevant provisions to protect the Council's interest.

Background Papers:

None

Appendices:

Appendix A - IIA Screening

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

Which service area and directorate are you from?

Service Area: Cultural Services

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:

To approve the Grant of a New Lease of the Building known as the Dylan Thomas Theatre (Gloucester Place, Maritime Quarter, Swansea SA1 1TY) to the Swansea Little Theatre by award of a 125 year lease; To support the proposed use of the venue by awarding at a peppercorn rent.

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

Pregnancy and maternity

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

There will be no direct change to the facilities on offer to members of the public and users of the Theatre as the lease to the same tenant, which has been in place since 1979 is being extended, at a peppercorn rent.

Overall, the operation and use of the theatre provides a sustainable and inclusive addition to the cultural landscape and contributes to the Council’s policies for wellbeing and community action, as well as our commitment to delivering the Wellbeing of Future Generations. It is a good example of how asset transfer in this way can produce deeply rooted benefits for our communities and secure access to and viability of historic areas, at little or no cost to the Council directly.

Swansea Little Theatre will continue to occupy, improve and enhance the facility provision from the Theatre, and a long lease at a peppercorn rent will enable them to further develop opportunities for the local community.

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 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 proposal will not affect any groups/communities adversely, on the contrary it will enable the tenant to address immediate needs through improving their ability to access further external funding and longer term sustainability and business planning under a long lease, which will allow increased opportunities for engagement and improved facilities users longer term.

The disposal is in accordance with the CAT Policy in that it will create a mutual benefit to both the Council and the community by promoting social, economic or environmental wellbeing and support the aims and priorities of the Council. Community Asset Transfer is an established mechanism used to enable the community ownership and management of public owned land and buildings. The ultimate aim of Community Asset Transfer is community empowerment, that is, to ensure that land and buildings are retained or transformed for public benefit through community asset ownership or management.

As a result of the tenants previous investments, the building is now fully accessible with ramps, lowered bar and box office, disabled toilets and baby changing facilities. The stage is ramped and fully accessible, with disabled toilets and shower backstage.

The scale of the auditorium, with 150 seats plus disabled viewing, lends itself well to diverse programming for young talent and touring productions and it attracts circa 15,000 visitors per annum from schools, community, professional use and business hires. These include Theatr na n'Og, to whom the Theatre plays host for three months of the year, allowing over 6000 school children to experience interactive theatre.

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)**

(Q2) The activity proposed is 'low impact' as it is expected that the experiences of all groups and communities will be enhanced through sustainable delivery.

(Q3) The relationship with the current tenant and the Council are strong and through the data gathered, and insight and understanding of the outcomes delivered at this venue evidence the community need and sustainable delivery model. The longer term commitments under a renewed lease will help the tenant secure future longer term funding to develop community outcomes

(Q4) The proposal takes into account WFG considerations and will work towards local and National goals. Upholding and continuing a sustainable approach to community development and building management and investments .

(Q5) The activity proposed is 'low risk' and supports the socio-economic needs of all parties.

(Q7) This proposal will not affect any groups/communities adversely, on the contrary it will address immediate need provide a long term and sustainable model for future community delivery by a trusted partner who vision and ambitions are aligned to the Council and the WFG act.

(NB: This summary paragraph should be used in the relevant section of corporate report)

Full IIA to be completed

Do not complete IIA – please ensure you have provided the relevant information above to support this outcome

NB: Please email this completed form to the Access to Services Team for agreement before obtaining approval from your Head of Service. Head of Service approval is only required via email.

Screening completed by:
Name: Gemma Bevan
Job title: Community Initiative Coordinator
Date: 15/12/21
Approval by Head of Service:
Name: Tracey McNulty
Position: Head of Service Cultural Services
Date: 16/12/21

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

Agenda Item 13.



Report of the Cabinet Member for Community (Services)

Cabinet – 20 October 2022

Litter Bin Strategy

Purpose:	To seek approval from Cabinet on Swansea Council's Litter Bin Strategy.
Policy Framework:	Transforming our Economy & Infrastructure Maintaining and enhancing Swansea's Natural Resources and Biodiversity Environmental Protection Act 1990
Consultation:	Access to Services, Finance, Legal.
Recommendation(s):	It is recommended that Cabinet: 1) Approves Swansea's Litter Bin Strategy as set out in Appendix 1 to this report.
Report Author:	Stuart Willingale
Finance Officer:	Ben Smith
Legal Officer:	Debbie Smith
Access to Services Officer:	Rhian Millar

1. Introduction

1.1 Any Litter Bin Strategy must align with relevant, current European and Welsh Government policies, legislative Acts and Swansea's Corporate Plan 2017-22.

1.2 The Corporate Plan clearly states its commitment to four of the Council's Corporate Priorities that apply to this Strategy. They also contribute to the national Well-Being of Future Generations (Wales) Act 2015.

- **Safeguarding people from harm** – To ensure all public areas are safe and kept clean/free from litter to prevent physical/biological harm;

- **Transforming our Economy and Infrastructure** – To help ensure Swansea maintains a clean and attractive environment thus encouraging and sustaining the local economy;
- **Maintaining and enhancing Swansea’s natural resources and biodiversity** – Tackling and reducing litter has a direct impact on the enhancement and growth of plant and animal species;
- **Transformation and future Council development** - Sustainable Cleansing services that are fit for the future through continual service improvement.

2. Overview of Swansea’s Proposed Litter Bin Strategy

- 2.1 The proposed Strategy is attached as Appendix 1 and outlines Swansea’s approach to all aspects of operational and future bin management.
- 2.2 The Strategy outlines our current service provision, the processes and matters for consideration in all aspects of bin management. It also helps to provide a framework enabling a consistent approach to justify operational and strategic decisions.
- 2.3 The document highlights the potential for future development, the operational challenges currently faced, and how we can best meet those challenges.

3. Integrated Assessment Implications

- 3.1 The Council is subject to the Equality Act 2010 (Public Sector Equality Duty and the Socio-Economic Duty), the Well-being of Future Generations (Wales) Act 2015 and the Welsh Language (Wales) Measure 2011, and must in the exercise of their functions, have due regard to the need to:
- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Acts.
 - Advance equality of opportunity between people who share a protected characteristic and those who do not.
 - Foster good relations between people who share a protected characteristic and those who do not.
 - Deliver better outcomes for those people who experience socio-economic disadvantage.
 - Consider opportunities for people to use the Welsh language.
 - Treat the Welsh language no less favourably than English.
 - Ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs.

- 3.2 The Well-being of Future Generations (Wales) Act 2015 mandates that public bodies in Wales must carry out sustainable development. Sustainable development means the process of improving the economic, social, environmental and cultural well-being of Wales by taking action, in accordance with the sustainable development principle, aimed at achieving the ‘well-being goals.’
- 3.3 Our Integrated Impact Assessment (IIA) process ensures we have paid due regard to the above. It also takes into account other key issues and priorities, such as poverty and social exclusion, community cohesion, carers, the United Nations Convention on the Rights of the Child (UNCRC) and Welsh language.
- 3.4 This is a low-risk proposal as it will deliver an improvement in service provision that should have a positive impact across the population. It has been consulted on and supports our ambitions regarding the Well-being of Future Generations (Wales) Act 2015.
- 3.5 A copy of the IIA screening confirms that a full IIA is not required and can be found as an Appendix 2 to this report.

4. Financial Implications

- 4.1 The strategy focuses on operational efficiency and a practical, common-sense approach to overall bin management. The provision of a Rapid Response Bin Team by way of Economic Recovery Funds of £91k has already seen benefits for bin emptying together with a more targeted approach to address damaged (removal and installation of new) and dirty bins. Continuation of this service has been confirmed until the end of 2022/2023 pending review at that point. Revenue from existing budgets is utilised for ongoing bin replacement and ensures future mitigation relating to poor condition of bins in the authority. For continued delivery of these services, ongoing investment will be required in future years which is yet to be confirmed.

5. Legal Implications

- 5.1 Environmental Protection Act 1990 – places a duty on the Local Authority to ensure its land is, so far as is practicable, clean and clear from litter and refuse. Although not specifically mentioned in associated Code of Practice on Litter and Refuse and Associated Guidance 2007 made under the Act, the provision of litter and/or dog bins in strategic locations plays a key role to help reduce the amount of litter on our streets.

Background Papers: None

Appendices:

- Appendix 1 – Litter Bin Strategy
Appendix 2 – IIA Screening form



Swansea Council

Litter Bin Strategy 2022

1. Introduction

- 1.1 The Environmental Protection Act 1990 places a duty on various organisations, including Local Authorities, to keep land under their control clear and free from litter and refuse so far as is practicable.
- 1.2 The Code of Practice on Litter and Refuse made under the Act identifies grades of cleanliness and defines the timescale within which land that is littered has to be cleared. The Act also creates an offence of depositing litter. Where evidence is available or an offence witnessed, then the Council can consider issuing Fixed Penalty Notices or prosecution.
- 1.3 Swansea Council (SC) recognises the problems that result from litter (which includes dog fouling) within its area and undertakes a range of measures to minimise these issues:
 - Proactively and reactively cleansing adopted highways, footpaths and other designated areas to remove litter;
 - Promoting, educating and proportionate enforcement where the public drop litter;
 - Provision of litter and dog bins in which the public are encouraged to deposit and recycle their litter where appropriate.
- 1.4 The location and number of existing litter and dog bins within SC has largely arisen over many years, and has taken into account areas of increased footfall (where litter generation is usually greater) and the introduction of new legislation (e.g. Dogs (Fouling of Land) Act 1996). New regeneration schemes have often led to the installation of new bins. This has resulted in a wide range of different litter/dog bins throughout SC all with varying degrees of functionality, practicality and quality.

2 Management of Bin Inventory

- 2.1 **Mapping** – The Service Area is exploring possibilities to plot all bins on GeoDiscoverer or a similar GIS based system, where details of the bin (e.g. type, capacity, material, emptying frequency etc.) and its history (e.g. misuse,

vandalism, repair/relocation/renewal etc.) can be recorded and updated whenever a new activity takes place.

2.2 Bin Removal/Relocation/Replacement - Requests to remove, relocate, or replace litter or dog bins should follow some basic principles. Robust justification and a consistent approach to manage expectations from all parties are essential. No Council Wards will have less overall bin provision as a result. The main principles to consider are as follows:

2.2.1 Dog bins will be phased out and damaged/not fit for purpose litter bins replaced using the following priorities:

- Priority 1 – Replace damaged/not fit for purpose dog bins (and paired litter/dog bins), and dog bins (and paired litter/dog bins) which generate complaints, with new litter bins;
- Priority 2 - Replace damaged/not fit for purpose litter bins with new litter bins;
- Priority 3 - Replace remaining dog bins (and paired litter/dog bins) with new litter bins where there is sufficient space.

It is acceptable to dispose of dog waste in litter bins and appropriate signage on the bins will alert users to this. This will reduce instances of overflowing dog bins and where bagged dog waste is deposited on top of part empty dog bins, and allow resources to be focussed on emptying litter bins.

2.2.2 In cases where an existing dog bin is removed due to disrepair, vandalism, insufficient capacity etc., then it will normally be replaced with a litter bin with appropriate signage as per 2.2.1 above unless there are overriding reasons why a litter bin would be ineffective (e.g. evidence of previous misuse or vandalism at the location).

2.2.3 All Ward Members must be notified where consideration is being given to removing/relocating any bin or replacing an existing dog bin with a litter bin in their area. Reasons are varied but could include that the bin is subject to repeated vandalism or misuse by routinely being filled with household waste and/or attracting fly tipped waste/black bags. In cases where there are opposing views between a Ward Member and the Cleansing Service, then the matter will be referred to the Cabinet Member for Community Services.

2.2.4 Where practicable, litter bin signage should be consistent across the area. All bins on the inventory will be checked periodically to ensure signage is clear and legible. All existing and new litter bins to state that dog waste can be deposited in the bin.

2.2.5 Capacity issues – aside from instances of bin misuse etc., litter bins may be renewed in order to increase overall capacity and therefore reduce the frequency of emptying and the potential for it to overflow. Any renewal of dog bins will ordinarily be replaced by a litter bin of larger capacity.

- 2.2.6 Condition/upgrade – the general condition of litter bins and dog bins will be checked when emptied, and those requiring cleaning, repair, or replacement will be reported to the Working Supervisor for action.
- 2.2.7 Consideration will be given to the removal of litter bins in certain locations where their presence is disproportionate to the benefit e.g. in laybys where they attract associated fly tipping etc. although no Ward would have less bins as a result, unless explicitly agreed with Ward Members.
- 2.3 **Installation and requests for new bins** – Requests/consideration to install additional bins will be considered within the wider context of this policy. For the purposes of consistency, the general principle is that no additional bins will be installed unless there is an identifiable shortfall in the existing provision. The main factors to consider include:
- 2.3.1 Number and location of existing bins in the locality.
- 2.3.2 Number of complaints of litter and dog fouling received in the locality.
- 2.3.3 Requests received from local Ward Member(s) where use of their Community Budget to fund the purchase and ongoing servicing of the bin is intended.
- 2.3.4 Seasonal variations and to service areas where the geographical/urban makeup has changed.
- 2.3.5 No new or additional dog bins to be installed; only litter bins will be considered.
- 2.3.6 Review catalogue of bins periodically and source those that suit the needs of the service where funding is available.
- 2.4 **New Technology** - The Council embraces new technology to improve efficiency and reduce costs where evidence demonstrates a benefit. The following could be considered:
- 2.4.1 Pilot scheme to retrofit sensors to some existing litter bins. These ‘smart bins’ have wireless ultrasonic fill-level sensors which detect how full the bin is and will alert the Cleansing Section when the bin needs emptying. A couple of trial schemes are being developed and one has started in the Marina area.
- 2.4.2 The development or procurement of a digital mobile working solution is being explored. This will incorporate in-cab devices alerting Cleansing Operatives to service requests received, without the need to use paper job sheets. All actions entered onto the database via the device on site.
- 3 Litter Bin Operations**
- 3.1 **Litter Bin Emptying** - Litter and dog bins can become full to capacity at any time. This depends on a number of factors and both proactive and reactive

intervention is required to minimise complaints and maintain effective and efficient service delivery. Servicing bins will use the following interventions:

- 3.1.1 The use of a Rapid Response Bin Team to immediately respond to complaints regarding large scale overflowing litter/dog bins, particularly during times of high seasonal demand is being trialled up to the end of March 2023.
- 3.1.2 An increased frequency of bin emptying in areas of high footfall such as the City Centre and other prestige locations, and at high season in tourist destination areas. Further additional cleansing resource to be allocated in key tourism areas at peak times if considered necessary following consideration of weather forecasts.
- 3.1.3 The use of Parks Operatives to empty any bins they become aware of that are full and within close proximity of the park that they are servicing.
- 3.1.4 Continual and ongoing monitoring by Cleansing Operational Area Managers and Working Supervisors to ensure emptying frequencies align to general bin use so far as is reasonably practicable.
- 3.1.5 Facilities to recycle 'on the go' are available in the City Centre core area and other limited locations. Any further roll out to other areas is not recommended given the high levels of contamination and Welsh Government's intentions to possibly introduce a Deposit Return Scheme for a range of food and drink packaging.
- 3.2 **Bin Repairs and Cleansing** – A clean and well-maintained bin infrastructure will help to maintain a professional appearance and ensure that the public use the bins properly. In order to help achieve this aim, the following methods are proposed:
 - 3.2.1 Notification of damaged bins by the public contacting the Contact Centre and/or via the website/web form.
 - 3.2.2 Reporting of bins requiring attention, by Cleansing Operatives on site when emptying bins.
 - 3.2.3 Dedicated Cleansing Resource to respond to defect/cleaning reports/requests, and to proactively clean bins, including cleaning of the inside of the bin where detritus may have accumulated over time.
 - 3.2.4 Where practicable and whilst still in place, the Rapid Response Bin Team will immediately repair/replace any defective bins on site.

4 **Communications**

- 4.1 Effective, consistent and transparent communication regarding the Council's general aims for bin management are key factors to effectively engage with the public and encourage the correct use of the facilities provided. The Cleansing

Service will liaise with the Council's Communications Team where external promotion is required. General communication strategy to include:

- 4.1.1 Clear and concise bilingual signage on the bins.
- 4.1.2 Ward Member engagement as above.
- 4.1.3 General updates and delivery of key messages to the public from the Cleansing Management Team via the Council's Communications Team and Cabinet Member.
- 4.1.4 Education – clear messages to ensure that the public are fully aware that litter bins can be used to deposit dog waste and that both litter and dog bins must be used as intended and not as an alternative means for individuals to deposit their own domestic waste.
- 4.1.5 Use of the Council's website/web form to encourage the public to report any bin damage/faults and/or when any bin is full and overflowing.

Version Control

Version	Date	Author
Draft	January 2022	Stuart Willingale
Draft v2	July 2022	Stuart Willingale

Appendix 2 - Integrated Impact Assessment Screening Form

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

Which service area and directorate are you from?

Service Area: Parks and Cleansing

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:

Bin Strategy – describes the general principles and procedures to be followed in all aspects of bin management including emptying frequency, renewal/relocation/removal of bins and engagement with Ward Members.

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"/>

Appendix 2 - 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

Engagement/Consultation/Co-productive approaches not considered necessary. The changes are largely documenting much of what is undertaken in practice. Whilst the Local Authority has a general duty to keep land to which it is responsible (this includes the adopted carriageways/footways) clean and clear of litter and refuse so far as is practicable, there is no specific statutory duty to provide litter or dog bins.

- 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** 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.)

No significant cumulative impact.

Appendix 2 - Integrated Impact Assessment Screening Form

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)**

This is a low risk proposal as it will deliver an improvement in service provision that should have a positive impact across the population. It has been consulted on and supports our ambitions with regard to the Well-being of Future Generations (Wales) Act 2015.

(NB: This summary paragraph should be used in the relevant section of corporate report)

Full IIA to be completed

Do not complete IIA – please ensure you have provided the relevant information above to support this outcome

NB: Please email this completed form to the Access to Services Team for agreement before obtaining approval from your Head of Service. Head of Service approval is only required via email.

Screening completed by:
Name: Stuart Willingale
Job title: Team Leader – Cleansing Strategy
Date: 4th November 2021
Approval by Head of Service:
Name: Chris Howell
Position: Head of Waste Management, Parks & Cleansing Operations
Date: 8th November 2021

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

Agenda Item 14.



Report of the Cabinet Member for Corporate Service and Performance

Cabinet - 20 October 2022

Workforce Strategy 2022-2027

Purpose:	To seek Cabinet approval of the Workforce Strategy 2022-2027
Policy Framework:	Corporate Plan
Consultation:	Access to Services, Finance, Legal.
Recommendation(s):	It is recommended that Cabinet: 1) Approves the proposed Workforce Strategy 2022-2027 and associated action plan; 2) Requests an assessment of progress be reported back to Cabinet in October 2023.
Report Author:	Rachael Davies
Finance Officer:	Ben Smith
Legal Officer:	Debbie Smith
Access to Services Officer:	Rhian Millar

1. Introduction

- 1.1 The purpose of a Workforce Strategy is to help deliver the Council's Corporate Plan through investing in our greatest asset, our workforce. This 5 year strategy outlines key themes and objectives relating to workforce matters and demonstrates our commitment to provide employees with the right opportunities to learn, upskill, be recognised and supported throughout the lifespan of the strategy.
- 1.2 The strategy has been designed in co-production with a range of stakeholders including trade union representatives, staff focus groups, CMT and Governance and Audit Committee.

- 1.3 An action plan accompanies the strategy to give clarity on the steps that will be required to achieve the objectives.

2. Summary of the Workforce Strategy 2022/27

- 2.1 The Council has ambitious plans for the city and county of Swansea which are heavily dependent on the capacity, capability and commitment of our workforce.

Our corporate plan, which is currently being updated for 2023 sets out what the Council aims to achieve against its priorities, which are:

Safeguarding people from harm – so that our citizens are free from harm and exploitation.

Improving Education & Skills – so that everyone in Swansea gains the skills and qualifications they need to succeed in life.

Transforming our Economy & Infrastructure – so that Swansea has a thriving mixed use City Centre and a local economy that will support the prosperity of our citizens.

Tackling Poverty – so that every person in Swansea can achieve their potential.

Delivering on Nature Recovery and Climate Change – so that we maintain and enhance nature and biodiversity in Swansea, reduce our carbon footprint and tackle climate change.

Transformation & Future Council development – so that we and the services that we provide are sustainable and fit for the future.

The Council will need to tackle numerous internal and external challenges as it seeks to achieve its objectives over the coming years and will need a workforce that can adapt and respond accordingly.

To achieve this, we need a strong vision for the workforce and a clear strategy on how we will navigate internal and external challenges and opportunities to create a workforce that is fit for the future and that can help the Council to achieve its ambitious plans.

- 2.2 Our vision for the workforce is therefore:

To have a motivated and committed workforce that is innovative, supported, skilled and customer focused.

In order to achieve this vision the following workforce goals have been identified:

- 1) A workforce with the capacity to deliver statutory requirements and Council wellbeing objectives
- 2) Highly and appropriately skilled employees across the wide range of roles
- 3) A motivated and valued workforce with high levels of engagement and wellbeing

- 4) A workforce that lives and breathes the organisation's values and the sustainable development five ways of working
- 5) An employment offer that will make Swansea Council an employer of choice

2.3 The following key themes and strands have been identified to support the vision and goals, and our actions will be shaped around these themes:

Theme 1 Leadership and Management

- Strand 1 - Culture and Behaviours
- Strand 2 - Future Leadership

Theme 2 A Workforce Fit for the Future

- Strand 3 – Future Shape of the Organisation
- Strand 4 – Workforce Planning
- Strand 5 – Workforce Development

Theme 3 Being an Employer of Choice

- Strand 6 – Recruitment and Retention
- Strand 7 – Recognising Performance

Theme 4 Workforce Wellbeing and Inclusion

- Strand 8- Supporting Our Workforce
- Strand 9– Equality in the Workplace

Each strand has identified objectives and will include an action plan to support delivery of key activities in achievement of those objectives.

3. Consultation Process

3.1 There has been extensive consultation in the development of this strategy to include the following groups;

- Senior management consultations;
 - The Corporate Management Team
 - Heads of Service Leadership Team
 - HR Customer Focus Group
- Members;
 - The Joint Consultative Committee
 - Workforce Scrutiny Group
 - Equalities and Future Generations PDC Board
 - Recovery and Future Generations PDC Workshop
- Employees;
 - Staff Survey; with specific question relating to the key themes and strands.
 - Focus Groups sessions with Trade Union representatives and cross-sections of the workforce.

4. Conclusion

- 4.1 The aims and objectives of the Workforce Strategy are considered to be robust and fit for purpose. Progress towards achieving the strategy's aims and objectives as set out in the action plan will be measured and monitored through the Workforce Strategy Project Board. An annual review of the strategy will be undertaken.

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 An IIA Screening Form has been completed with the outcome that a full IIA report is not required: The summary of impacts has been categorised as medium, but with a positive impact as opposed to a negative. Whilst the proposed strategy applies to all Council employees it largely reflects existing workforce policies. Each strand of the workforce strategy and all actions listed within the strategy will be subject to its own IIA process.
- 5.5 With regard to involvement, key stakeholders including Council employees, managers and recognised Trade Unions have been involved in the development of the strategy.

5.6 The report adheres to the Transformation and Future Council Development well-being objective in the Corporate Plan - so that the workforce we shape is sustainable and fit for the future.

6. Financial Implications

6.1 No specific financial implications arising directly from the report in itself but aspects of pay both locally (determined by Council) and nationally (by Local Government Employers), as well as the wider recruitment and retention activity, will have direct and material financial consequences for future budgets.

7. Legal Implications

7.1 There are no legal implications associated with this report.

Background Papers: None

Appendices

Appendix A: Workforce Strategy 2022-2027

Appendix B: Workforce Strategy 2022-2027 Action Plan

Appendix C: Workforce Strategy 2022-2027 IIA Screening



Appendix A

Workforce Strategy

2022 - 2027

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 cyngorabertawe1
swanseacitycouncil



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Introduction from the Leader of the Council

To help us support and serve the communities of Swansea, and to our corporate plan, it is important that we have a clear vision and strategy for our current workforce and those who will join it in the coming years

This strategy sets out our plans for the next five years and demonstrates our commitment to invest in our workforce at all levels across the Council, providing them with the development opportunities to learn and succeed for the future, the performance recognition they deserve and the wellbeing support they may need

We are in a period of unprecedented change in local government in responding to the many challenges that we face. That means we have to transform the way we work, making best use of technology and being more responsive to our residents and our communities, and being able to flex and change accordingly to meet the needs of the future.

Our workforce is our most essential asset and we must ensure that our employees feel engaged and motivated to deliver the best possible services to our residents, businesses and visitors to Swansea.

It is important that our workforce has a voice and can contribute to improving the ways in which they work. Most often it is our workforce on the frontline who know their services and customers the best and how things can be done better. It is therefore important that we continue to recognise the value of the services we provide and how they support and improve the lives of our communities.

The vision of the strategy applies equally to our entire workforce, regardless of the organisational structure and sets out our commitment to making sure that Swansea Council is an excellent and rewarding place to work and progress.

**Councillor Rob Stewart,
Leader of the Council**

Workforce Strategy Summary

Our vision for the future workforce

To have a motivated and committed workforce that is innovative, supported, skilled and customer focused.

Our workforce goals

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

Our strategic themes

- Theme 1: Leadership and Management**
Strand 1: Culture and Behaviours
Strand 2 - Future Leadership
- Theme 2 A Workforce Fit for the Future**
Strand 3 – Future Shape of the Organisation
Strand 4 – Workforce Planning
Strand 5 – Workforce Development
- Theme 3 Being an Employer of Choice**
Strand 6 – Recruitment and Retention
Strand 7 – Recognising Performance
- Theme 4 Workforce Wellbeing and Inclusion**
Strand 8- Supporting Our Workforce
Strand 9– Equality in the Workplace

Key desired outcomes

- Employee morale is increased, and attendance levels are improved
- Employees are more engaged
- Higher number of career paths and apprenticeships are in place and planned through closer collaboration with schools, colleges and higher education
- Employee performance is measured in a structured way
- A clear understanding of workforce skills and training requirements is in place
- Workforce training and e-learning completions are increased
- The Gender Pay Gap is reduced, and workforce age profile is more balanced and is more representative of the communities served
- The number of employees in “hard to fill” roles is reduced

- There is less use of an Externally Provided Workforce (EPWs), or spend on consultants, agency staff and interims
- Links with peers and partners are strengthened with an increased number of collaborative services and joint workforce initiatives

Why Do We Need a Workforce Strategy?

The council has ambitious plans for the city and county of Swansea which are heavily dependent on the capacity, capability and commitment of our workforce.

Our corporate plan, which is currently being updated for 2023 sets out what the council aims to achieve against its priorities, which are:

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

The council will need to tackle numerous internal and external challenges as it seeks to achieve its objectives over the coming years and will need a workforce that can adapt and respond accordingly.

To achieve this, we need a strong vision for the workforce and a clear strategy on how we will navigate internal and external challenges and opportunities to create a workforce that is fit for the future and that can help the council to achieve its ambitious plans.

Internal Context

Our workforce demographics highlight the emerging trends that we need to be considering during the lifetime of this strategy in order to take actions that will address future gaps and areas of concern.

In line with other local authorities Swansea Council has a workforce that is predominantly female (59%) compared to male (41%). However, 57% of our female employees are part time workers compared to only 14% of male employees. Our recruitment and retention focus will need to reflect on this split and consider our equalities objectives in line with commitments in the Strategic Equality Plan.

47% of workers are over the age of 50 and in comparison, only 9% are under 30. Without taking steps this gap could widen further as we predict that the percentage of the workforce who are over-50 could reach 73% in the next 10 years given that our turnover rate is 8% We need to consider actions that will encourage young people to choose a career in local government to both improve the existing under-representation from this group and develop the skills of a workforce that will be able to replace the likely increased turnover in the coming years.

50% of employees have over 10 years' service with the Council suggesting that Swansea is able to retain a significant number of experienced and talented employees. Our organisational development priorities will need to focus on capturing this experience and sharing it with newer entrants whilst building on a wealth of existing skills to drive organisational performance still higher.

Most employees have not declared their protected characteristics and as such we are unable to accurately determine the steps in which we can build a workforce that is more representative of our local communities. Our strategy needs to consider how to foster an inclusive and representative workforce and improving the data capture is a key priority in making such progress.

Fewer than 2% of employees have declared that they have Welsh language skills that are crucial in our contribution towards building a bilingual Swansea and a bilingual Wales. Our recruitment and learning and development actions will need to consider how to encourage applications from a wide and diverse talent pool, and how to effectively promote and recognise the importance of lifelong learning for the existing workforce who might want to develop Welsh language skills.

1. Workforce Numbers

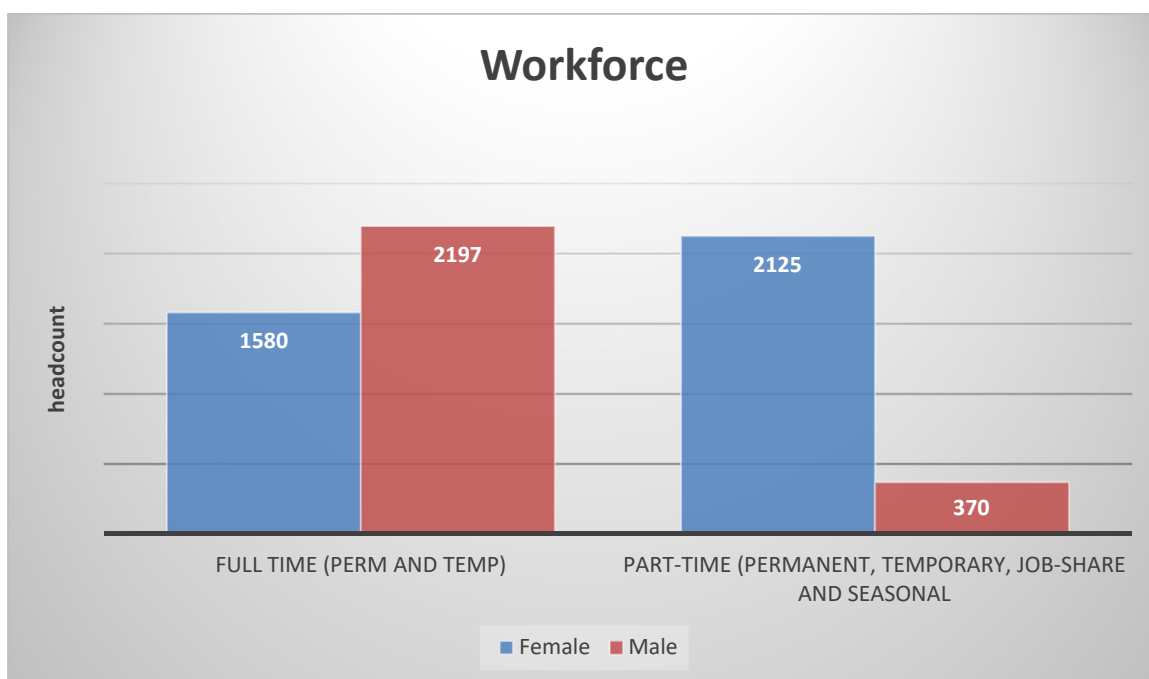
	31/12/2018		31/12/2019		31/12/2020		31/12/2021	
D'rate	H'count	FTE	H'count	FTE	H'count	FTE	H'count	FTE
Place	2595	2299.2	2579	2302.8	2582	2324.6	2633	2373.48
Resources	639	576.93	627	566.02	669	608.3	852	763.46
Education (incl. Schools)	5880	4413.7	5962	4441.1	5843	4403.6	6025	4569.99
Social Services	1956	1634.4	1852	1548.2	1944	1623.9	1965	1658.59
TOTAL	11,070	8,924.2	11,020	8,858.2	11,038	8,960.4	11,475	9,365.52

2. Composition of the Workforce,

The composition of the Workforce, excluding schools, as at 31st December is as follows;

Employment Category	Female	Female Percentage	Male	Male Percentage
Full-Time (permanent and Temporary)	1580	25.19%	2197	35.03%
Part-Time (permanent, temporary, job-share and seasonal)	2125	33.88%	370	5.90%
Total	3705	59.07%	2567	40.93%

There are over 1,800 employees in a total 6,460 duplicate roles across the Council including schools.

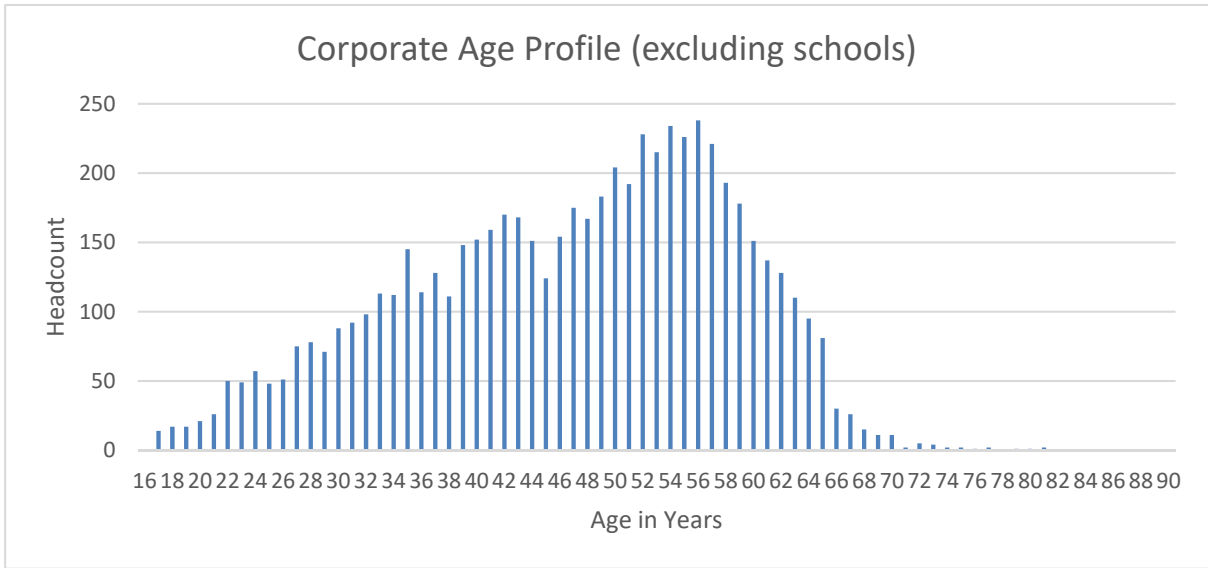


3. Age Profile of the Workforce

The Corporate Age Profile (Headcount excluding Schools) is as follows:

Age Range	Number	Percentage
Age 16 to 24	251	4.00%
Age 25 to 29	323	5.15%
Age 30 to 39	1149	18.32%
Age 40 to 49	1603	25.56%
Age 50 to 59	2129	33.94%
Age 60 to 69	784	12.50%
Age 70+	33	0.53%

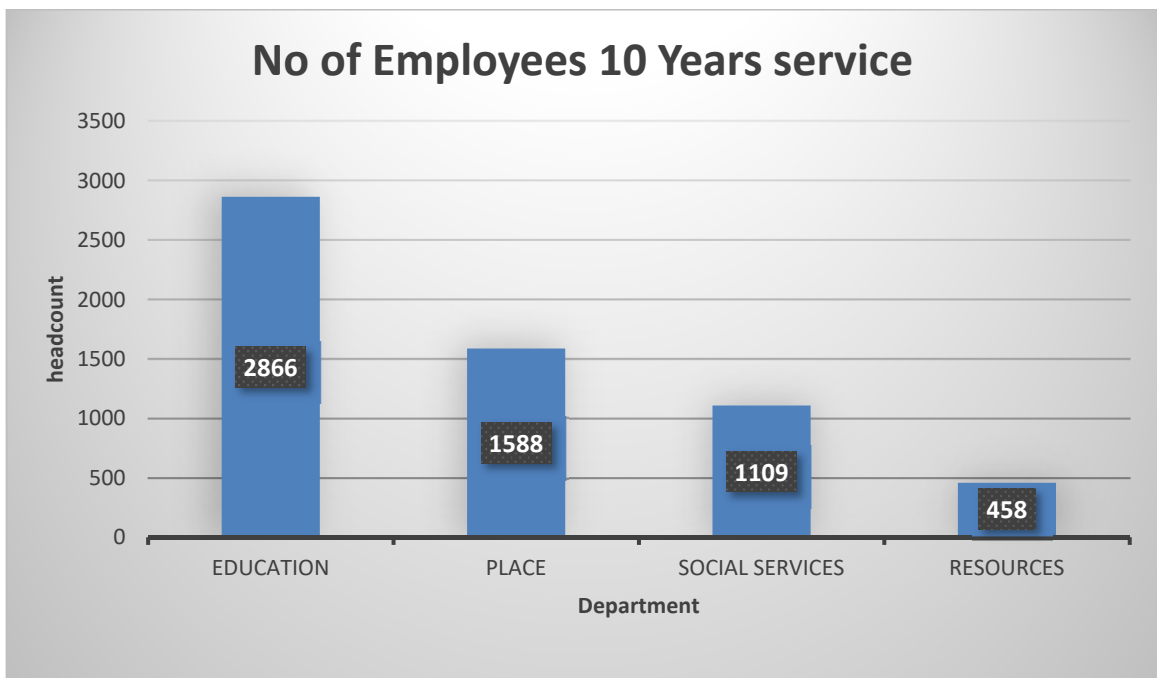
The youngest employees are 16 years of age and the eldest is 81.



4. Turnover rate of the workforce in 2021 was 7.73%.

5. Employees with over 10 years of service by Directorate

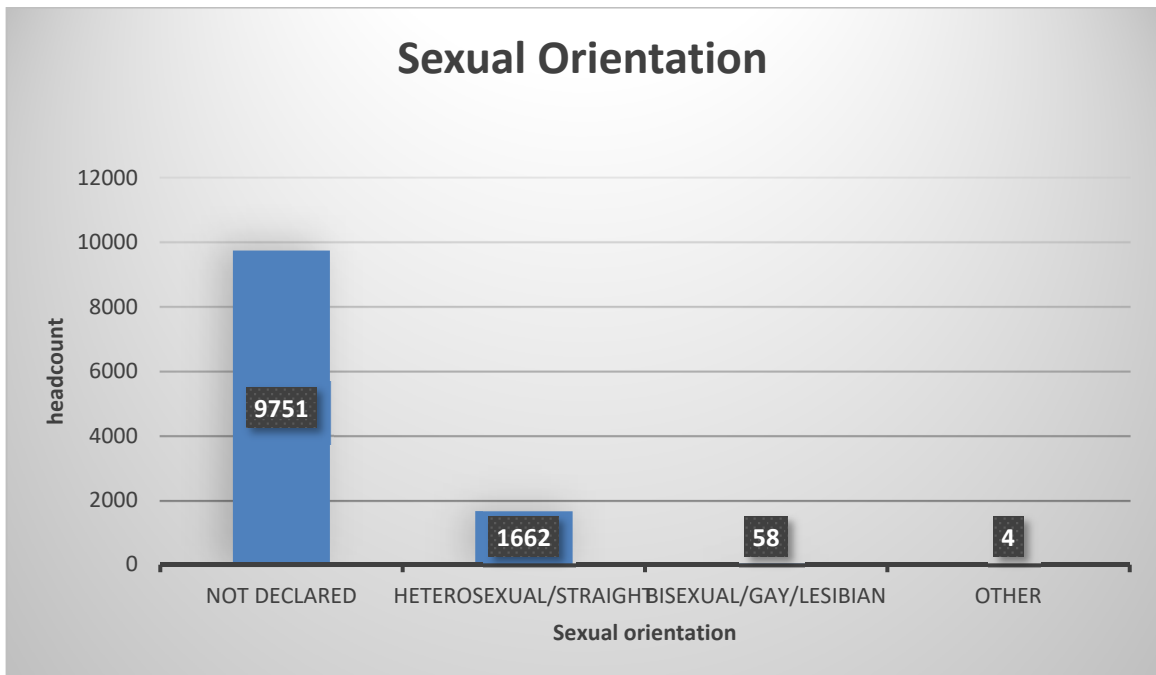
Directorate	Employee Numbers
Education and Schools	2866 (48%)
Place	1588 (60%)
Resources	458 (54%)
Social Services	1109 (56%)
TOTAL	6031(53%)



6. The number of employees that have identified themselves as having protected characteristics are as follows;

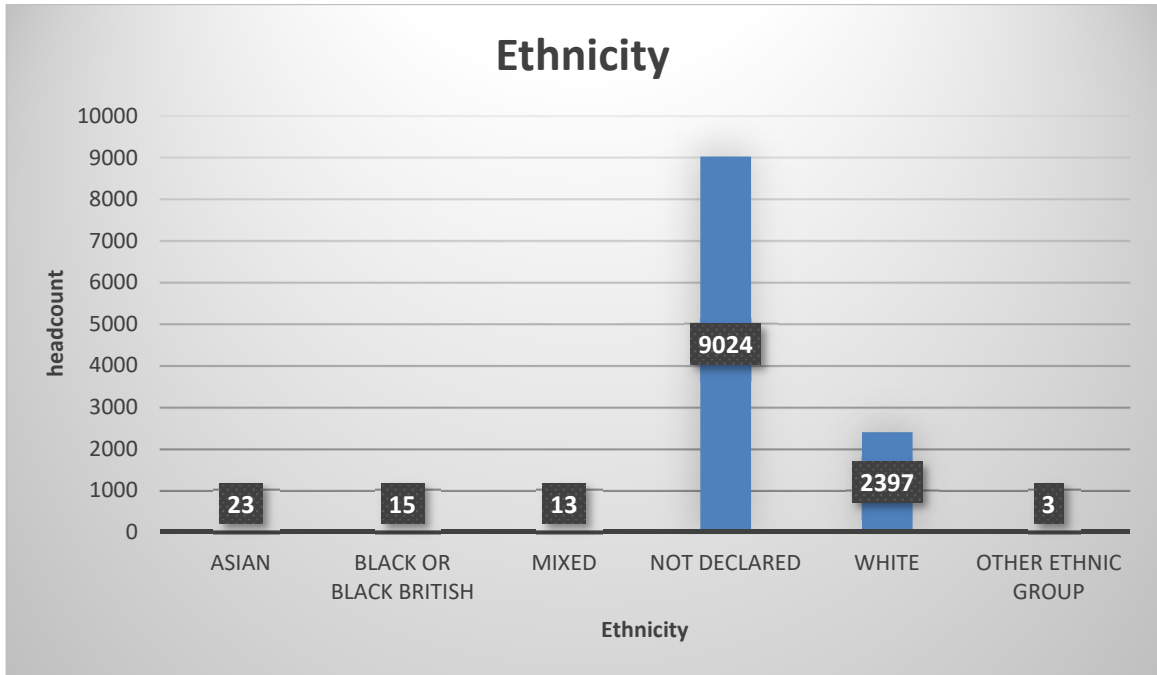
Sexual Orientation

Not Declared	9,751
Heterosexual/ Straight.	1,662
Bisexual/ Gay/ Lesbian	58
Other	4



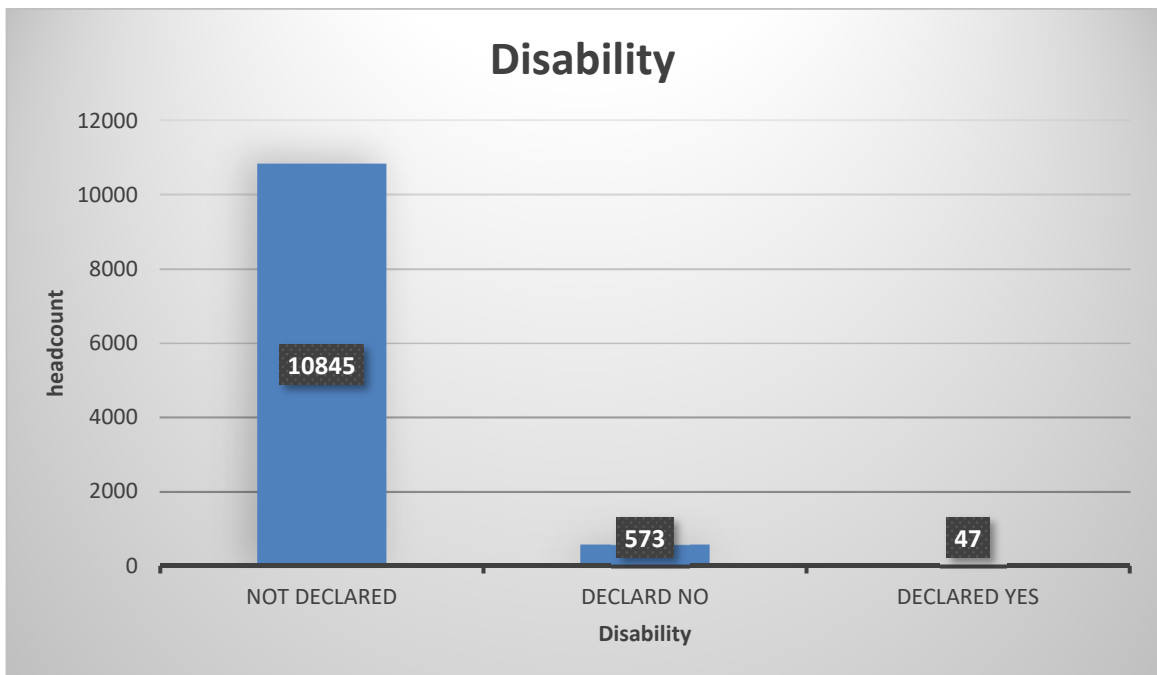
Ethnicity

Not Declared	9,024
Asian	23
Black or Black British	15
Mixed	13
Other ethnic group	3
White	2,397



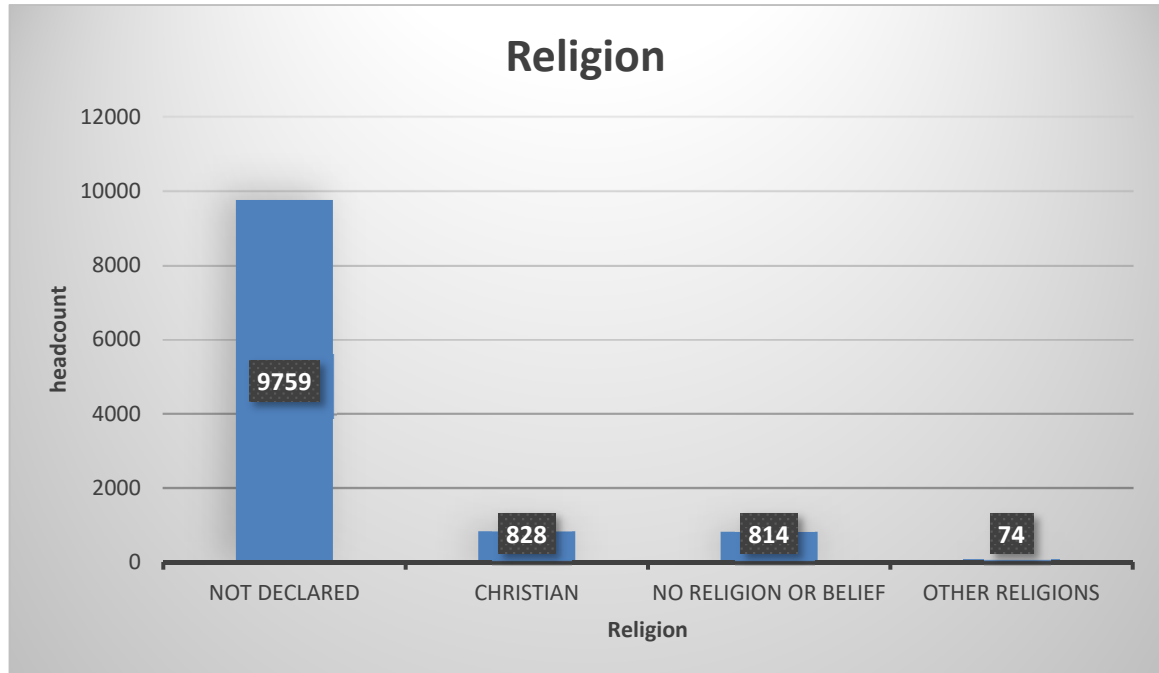
Disability

Not Declared	10,845
Declared No	573
Declared Yes	47



Religion

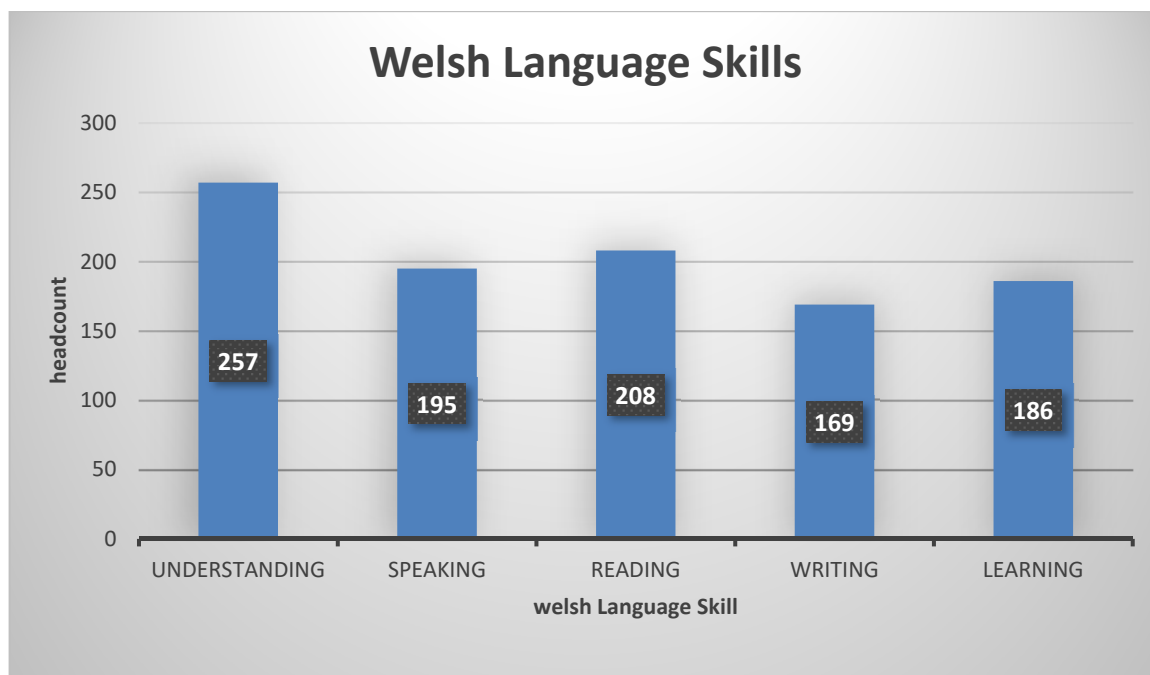
Not Declared	9759
Christian	828
No Religion or Belief	814
Other Religions	74



7. Welsh language skills ability;

The percentage of our workforce that have identified themselves as having Welsh language skills ability are approximately 1.5 to 2.2. This is broken down as follows;

Ability	Numbers
Understanding	257
Speaking	195
Reading	208
Writing	169
Learning	186



External Context

There are a wide range of external factors that are already having a significant impact on the council's workforce, including:

Political:

- Changes to national and local political leadership can lead to priority and policy changes that require changes to the workforce

Economic:

- The strength of the local labour market and the competitiveness of the council's pay and reward arrangements will affect the council's ability to recruit and retain employees with the rights skills at the right time.
- Financial settlements and council tax levels affect the resources available to fund council services and the workforce that delivers them with around 45% of the council's gross budget being spent on workforce costs

Social:

- The demographic profile of Swansea (and Wales) is changing – the number of older people is increasing, while the working age population is decreasing making recruitment more challenging
- The diversity of the population is increasing which needs to be reflected in the council workforce, so we reflect the community we serve

Technological:

- Advances in digital technology are changing customer behaviour (with increasing demand for online services and expectations of 24/7 access to services) and creating opportunities for the workforce to make processes and services more responsive and efficient

- Remote working technologies support recruitment beyond the local labour market and help with employee retention

Legal:

- Changes in legislation place additional requirements on the council and its workforce which require new skills and different ways of working

Environmental:

- Climate change is driving changes to ways of working, including reducing travel, while also creating new potential health and safety risks as temperatures rise

Global:

- Geopolitical conflicts may impact on availability of resources and cost of living which can impact employee wellbeing and put pressure on pay and reward arrangements

Our vision for the future workforce

To have a motivated and committed workforce that is innovative, supported, skilled and customer focused.

To realise this vision the council needs a strategy that will deliver the following goals: the Workforce Strategy will deliver significant improvements in value and cost reduction through ensuring that;

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

Swansea Council has a workforce that strives to provide high quality services across a wide range of departments. The way in which we provide public service is just as important as what we offer. Being clear on our expectations of how we work with others, being inclusive and recognising the wide range of experiences and perspectives held across our workforce and our communities are the founding principles upon which we act.

The Council has three core values which are central to the way in which Swansea Council colleagues work: **People Focus, Working Together and Innovation.**

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

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

Innovation - We will promote and support a culture of innovation. We will think and work differently to improve our ability to deliver and meet the financial, demographic and societal challenges we face. We will share learning across the council, as part of our innovation programme.

Beyond these values, delivering on the council's priorities will require commitment from our work colleagues, all of whom will need to demonstrate a positive attitude, flexibility and dedication to customer service.

They will need to be sufficiently skilled in evolving areas such as the green agenda, or digitally, in order to achieve our corporate objectives, and we will need to ensure that early investment is made in developing the skills needed for emerging priorities.

Our communities need a workforce that is innovative and creative, that puts the resident at the centre, and is not afraid to take calculated risks for increased benefit to others.

To build that workforce we will need to develop strong morale across the workforce and ensure our employees feel professionally satisfied, valued and motivated by the positive and lasting impact they have on the people and communities they serve.

Recovery from the pandemic has shown us that our workforce has the capability to be adaptable, flexible, multi skilled and committed to excellent public service. To capture those skills and build further on the value that they bring will mean that our workforce needs to be made up of the following attributes.

- **Customer Focussed** – ensuring we work with and listen to residents, contractors, members and colleagues to develop and deliver best customer service at all times, treating everybody with respect.
- More **agile and digitally skilled** – delivering services in different ways, using technology to maximise efficiencies and reduce our reliance on traditional ways of working.
- **Business Focussed** –operating and acting efficiently in the delivery of Council business.
- **Collaborative** – services are increasingly likely to be delivered working in partnership with other services, as well as private, public and third sector partners.

- **Flexible, adaptable and innovative** –to embrace a changing environment, anticipate future trends as well as finding innovative ways to deliver services.
- **Outcome focussed and high performing** – whatever we do will need to have identifiable outcomes that align with both our long term goals and take account of the objectives of local, regional and national partners.
- Understand, and buy in to, our priorities (well-being objectives) – being clear about our direction and understand how we contribute to achieving our priorities and how these integrate with the **wider partnership** context.
- **Engaged, motivated and resilient** – being well informed, clear on the direction of the organisation and resilient to meet the challenges ahead.
- Demonstrating **Great Leadership** –so that managers demonstrate visible, fair and pro-active leadership, supporting the workforce and ensuring that poor performance is managed effectively.
- Ensuring we are safe at all times and work in a **healthy and supportive environment** that takes a preventative approach by identifying root cause to stop problems starting or getting worse and underpinned by values of “kindness and compassion” and the “five ways of working” as defined in the Wellbeing of Future Generations (Wales) Act.

How will we achieve our workforce vision?

Our strategy for achieving the workforce vision and goals focuses on four key themes: Leadership and Management, A Workforce Fit for the Future, Employer of Choice and Wellbeing and Inclusion.

The diagram below shows how these themes relate to individual services which have specific workforce needs as well as to the corporate plan. Each theme has specific activity strands which articulate more detailed objectives that determine the actions to be taken to achieve the changes needed.



This theme focuses on two key areas of work – defining our workforce culture and enabling growth of leadership and management skills in order to deliver our corporate objectives. We will strive to foster a culture of inclusion and empowerment where leadership behaviours are welcomed throughout all levels of the organisation and not through traditional hierarchy layers. Our workplace will be an inclusive one where people feel able to be their true selves. As such, we will have a zero-tolerance approach towards all forms of inequality including harassment, discrimination and bullying.

Our managers will demonstrate visible, fair and pro-active leadership, supporting the workforce and recognising the contribution colleagues bring, whilst ensuring that poor performance or behaviours that are not in line with our organisational values are managed effectively.

We will invest in exploring talent management strategies alongside a development needs analysis of our current leadership and management capability, implementing a range of programmes across different layers of the organisation as a result.

Strand 1: Culture and Behaviours

Objectives:

Ensure that our organisational values and behaviours are fit for purpose, have meaning and impact in operational activity and are consistently role modelled by leaders.

Bring to life our organisational values through embedding them in daily operational activity in recruitment, reward and recognition, and performance management.

Actions:

- Review and refresh our existing Principles, Values and Behaviours to ensure that they are robust enough and fit for purpose in meeting the future needs of the Council and the communities it serves by reflecting the Well-being of Future Generations (Wales) Act.
- Further develop a Social Partnership Working framework with our Trade Unions on strategic and operational issues, establishing a robust and best practice framework for negotiation, consultation and facilities provision.

- Deliver a Strategy for communications and engagement across all areas and levels across the Council.

Strand 2: Future Leadership

Objective:

To build a workforce with high-quality leadership skills in responding to future change and challenges in workplace culture and workforce matters

To develop a strategic approach to talent management across the Council

Actions:

- Develop a framework of leadership behaviours that will underpin our core values and set out the expectations that employees at all levels can have of those in leadership and management roles.
- Conduct a development needs analysis of the current leadership and management team to identify intervention opportunities
- Deliver appropriate leadership development programmes at all levels of the organisation, including Members.
- Develop a coaching and mentoring strategy across the Council.
- Be an active contributor and participant member of “New Local”, networking and collaborating with this organisation and member authorities on key topics to source research and innovative insights to genuinely solve problems and find practical solutions.

This theme considers the actions required to effectively design services, operating models and staff structures for future need. Assessing the gap between existing and future workforce requirements will be a key workforce planning requirement across all service areas of the Council. Supporting change in workforce numbers, skillsets and agility requirements will also be a priority.

We will plan for and adapt the current skills, knowledge and approach of our workforce to meet the needs of the constant changes taking place within the organisation that affect the way we need to work both now and in the future.

We will transform our model for learning and development to provide a comprehensive and modernised learning offer that delivers engaging content at the point of need. This will support career development for the workforce, embracing new digital and flexible means of learning and development and qualifications whilst providing valuable face-to-face and reflection time for the highest value learning opportunities.

Strand 3: Future Shape of the Organisation

Objectives:

To achieve an organisational design and structure that is fit for the future needs of the Council, supporting the priorities of our Recovery Plan to “RE-MOBILISE”, “RE-FOCUS” and, in particular, “RE-SHAPE” in considering our eight identified priorities:

- Digital
- Regionalisation
- Workforce skills for the future
- Commercialism and General Power of Competence
- Transforming Council Services
- Capital Delivery
- Modern Council
- Budget Strategy

Actions:

- To establish optimal structures that meet the future needs of the above priorities, particularly:
 - Our regionalisation agenda
 - “Implementing the optimum model for adult services, and a child and family services improvement programme including a safe 'Looked After Children' reduction strategy. This also includes the implementation of

- integrated early help, early years and family support arrangements as well as a cross cutting commissioning review in Social Services.
 - Review of future additional learning needs provisions
 - Support of the long-term sustainable waste management strategy.
 - Support of the community development strategy.
 - Support of future sustainable transport provision through our Integrated Transport Unit, as well as local and regional solutions.
- To pro-actively identify opportunities for synchronicities and efficiencies in organisational design, both budgetary and operationally, across Directorates and Service areas.
- Pro-active consideration of the structural and workforce requirements in the “commissioning of people-oriented services”, as identified in the Recovery Plan

Strand 4: Workforce Planning

Objectives:

To ensure that our workforce plan is fit for purpose for the future and has the right purpose, vision, goals and projected outcomes across all service areas in order to understand and adapt to future trends in the context of a strong long-term vision.

Actions:

- Established workforce plans to be embedded in each service area
- Develop career pathways and succession planning strategies
- Develop a new hybrid operating model for a flexible workforce, adopting agile working practices and processes through policy development, guidance and training
- Confirm new agency contract arrangements and manager guidance for optimal management of agency workers to support established resource levels

Strand 5: Workforce Development

Objectives:

To ensure the organisation’s workforce development offer provides the right skills development package for future need.

Actions:

- Development of Corporate Development Needs Analyses (DNA)

- Delivery of effective eLearning solutions in Oracle Fusion, including the ability to provide regular reports on training provision.
- Delivery of Career Development Programmes, particularly for apprenticeships and graduate level entrants
- Delivery of training related to the requirements of the Future Generations Act, for example, Integrated Impact Assessments, Sustainable Development.
- Provision of Equalities and Welsh language training to meet our legal and corporate objectives
- Continued partnership with Gower College to identify and deliver external training support, particularly in digital skills.
- Climate Change and Nature Recovery - Net Zero Swansea
- Deliver the Digital Strategy mission to achieve digital skills and confidence.

We want Swansea Council to be a rich, fulfilling and rewarding place to work. The workforce has adapted to and absorbed a very different way of working during the pandemic and continued the journey of agile working. We want to identify the best aspects of these new ways of working into our everyday working practices and, in doing so, create more compelling reasons to attract and retain talented staff.

We will develop a recruitment strategy designed to widen the applicant talent pool, having regard to our aspiration for a diverse workforce that is more reflective of our communities.

We will achieve and recognise high levels of performance from direct and effective communication, regular evaluation and feedback through performance management processes, clear systems for pay and grading decisions and appropriate non-financial reward options.

Strand 6: Recruitment and Retention

Objectives:

To recruit and retain the right quantity and quality of employees that we need to support the Council in the future through development of our Recruitment Attraction Programme, delivering a positive recruitment experience for applicants and hiring managers.

Actions:

- Review and update of Recruitment and Selection Policy; so that it meets with employment legislation, best practice and Council need (particularly with regard to Equalities). Where necessary, taking positive action through R&S activity to make sure our staff profiles reflect our inclusive and diverse communities.
- Development of our Recruitment Attraction Approach; so that our websites are enhanced to best promote our employer brand, stressing the benefits of working with us. Ensuring that recruitment advertising is effective, focussed, good value for money, uses language and imagery that maximises potential interest from a diverse range of candidates, and is legally compliant

- Review of Application Process; so that it is compliant with legislation and is seen to be supportive to applicants
- Upskilling of recruiting managers so that they are appropriately trained in unconscious bias training, and that all employees who are involved in recruitment panels follow correct processes in conducting recruitment interviews.
- Creation of a modern on-boarding and induction experience for new starters

Strand 7: Recognising Performance

Objectives:

To create a culture of “high performance” across the workforce where performance management is an embedded operational activity.

To ensure the Council’s job evaluation scheme and pay and grading structure are fit for purpose by addressing pay inequality.

Actions:

- Review of pay and grading across the Council and for senior roles as identified through the senior management review
- Delivery of a revised, fit for purpose performance management approach via Oracle, to reflect the future needs of the Council
- Corporate and Directorate objectives reviewed and agreed
- Delivery of an action plan to address pay gap issues across a range of protected characteristics
- Consider re-introduction of “career grades” as part of Pay policy/ strategy.
- Ensure the employee benefits offer is providing value to the workforce by its relevance and uptake

In addition to providing a safe and healthy working environment for our workforce, the Council is committed to ensuring that employees are supported and encouraged to maintain good physical and mental health in order to respond to pressures and demands. This will be achieved through wellbeing initiatives, employee support mechanisms and joint working with trade unions and partners to identify areas for improvement.

We are building an environment that creates diversity and promotes equality, ensuring a diverse and inclusive workforce across the entire council that is more representative of societal diversity and the diversity of our service users, including the use of Welsh language skills. We will tackle racism and other forms of discrimination where it exists and we will ensure the workforce is equipped and supported to do the same.

Strand 8: Supporting Our Workforce

Objective:

To provide a clear roadmap for health and wellbeing that is accessible and fit for purpose, maintaining a happy and healthy workforce and a supportive and productive working environment, aligned to the Future Generations Act objectives around kindness and compassion.

Actions:

- Incorporate mental health awareness into leadership and management development so that they feel confident to address issues around mental health.
- Maintain and develop the Council's "Helping Hands" programme that champions mental health champions issues that;
 - Develops knowledge and confidence to signpost people with the most common mental health issues to the right support
 - Develops an understanding of how to help build a mentally healthy workplace, challenge stigma and support positive wellbeing
 - Takes a preventative approach to ensuring good mental health
- Review and re-launch of the Dying to Work Charter
- Delivery of dedicated advice and support to focus on reducing sickness absence, particularly longer-term.

- Seek re-accreditation for SEQOHS ('Safe, Effective, Quality Occupational Health Service).
- To regain Gold Award status under the Healthy Working Wales; Corporate Health Standard and Small Workplace Health Awards).

Strand 9: Equality in the Workplace

Objective:

To maintain a culture where equality of opportunity exists for all to fulfil their potential and the need for equality, diversity and inclusion is incorporated into everyday activity.

To be an exemplar as a fair and equitable employer where the workforce is increasingly more representative of the population it serves.

Actions

- Establishment of a Workforce Equalities Group to address workforce equalities issues such as;
 - Collection of data on protected characteristics
 - Delivery of Action Plan to address gender and race pay gap issues
 - Delivery of Equalities and Integrated Assessments training
 - Adherence to the Welsh Government's Race Equality Action Plan and LGBT+ Action Plan as they relate to the workforce
- Achievement of Disability Confident Accreditation Leader Status
- Delivery of Equalities Training and promotion of the use of Welsh language

Delivering the plan

The Workforce Plan will be delivered over 5 years with an annual delivery plan setting out key deliverables and milestones for the coming year.

The Year One Delivery Plan for 2022/23 is attached (**appendix 1**) which has clear deliverables and a foundation to build upon over the 5 years.

Year One has a particular focus on establishing key strategies in relation to skills, performance, resourcing and engagement which support our new ways of working.

The delivery of the strategy will be monitored by the Workforce Strategy Project Board which will report through to a range of stakeholder groups including JCC, CMT, Cabinet, Governance and Audit Committee, Scrutiny and the CDC for Transformation.

A Corporate Workforce Delivery Group will provide directorate engagement and involvement on the practical elements of the strategy across all areas of the council.

Underpinning our Delivery Plan is a commitment to:

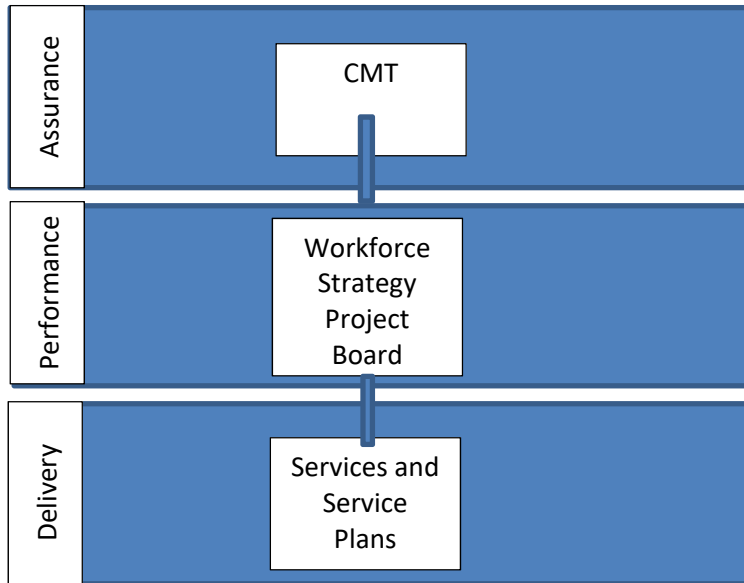
- 1 Focus on the outcomes in the Council Corporate Plan
- 2 Engage constructively with our employees and trade unions
- 3 Make informed and value for money decisions
- 4 Promote equality, diversity and inclusion

Workforce Strategy Project Board

Membership: Director of Corporate Services – Sponsor
Cabinet Member for Performance and Service
Head of HR and Service Centre – RSO
HR&OD Manager – PM
Service Centre Manager
Senior HR&OD Business Partner
Communications Manager
Health, Safety and Wellbeing Manager
Trade Union representative

Frequency of meetings: Quarterly

Reporting: 6 monthly report to CMT



Workforce Plan Responsibility

As the Workforce Plan belongs to the whole Council, to succeed it needs to be embedded throughout the organisation, so responsibility in practice is distributed.

By its very nature, much of the Workforce Plan will form part of the Human Resources and Service Centre Service Plan, however, the aims that have been highlighted that focus on internal communication and ICT will be delivered through the respective service area and will form part of their Service Plans. In addition, the work streams identified in the workforce plan should also feature and be embedded in all services plans across all the directorates to ensure the aims and objectives are tailored to any specific requirements within each service.

Updating the workforce plan

The workforce planning process is fundamental to the success of the Council in achieving its vision and priorities. It is important in anticipating future workforce needs and in shaping clear strategies to help meet those needs

Although this is a five-year plan it is important that it is refreshed on an annual basis and informed by revisions to the Corporate Plan, Medium Term Financial Plan, outcomes from the wider service planning process and information gained from individual performance development reviews.

In addition it is important that the plan is informed by good quality employment data, intelligence about trends in the local and national labour market and contextual social, legal, technological and demographic information

The table below sets out the annual process for workforce planning. The process will ensure a clear flow of intelligence, which informs workforce planning at the corporate

and directorate level and which is connected with the wider resource and service planning process:

1	The consideration of workforce issues as part of the service planning process	October-December each year
2	The framing of local service based workforce plans	October-December each year
3	The review of strategic themes to inform the corporate workforce planning process	December each year
4	The updating of the workforce planning actions to capture the strategic themes and develop responding strategies	January - February each year
5	Updating HR and training strategies to deliver workforce planning objectives	March each year

How will we know if we have been Successful?

We will know if we are successful if our employees, trade unions, elected members and customers feedback positively.

We will regularly monitor key management information which we will develop and refine over the 5 year period of the Plan.

The outcomes we are looking to achieve are:

- Council Plan outcomes are successfully delivered.
- Customer feedback and satisfaction is improved.
- Employee morale is increased.
- Attendance levels are improved.
- Employees are more informed via effective two way communication.
- Higher number of career paths and apprenticeships are in place and planned through closer collaboration with schools, colleges and higher education providers.
- Employee performance is measured in a structured way.
- A clear understanding of workforce skills and training requirements is in place.
- Workforce training and e-learning completions are increased.
- The Gender Pay Gap is reduced.
- Workforce diversity is more representative of the communities being served and our understanding of cultural values is enhanced.
- The number of employees in our “hard to fill” roles is reduced through improved recruitment and retention programmes.
- The workforce age profile is more balanced.
- There is less use of an Externally Provided Workforce (EPWs), or spend on consultants, agency staff and interims.
- Links with peers and partners are strengthened with an increased number of collaborative services and joint workforce initiatives.

We recognise that our employees have different requirements and we need to improve our knowledge and understanding of the workforce to allow us to make more informed decisions around our themes.

As such, developing our ability to record and measure some of the key data above and utilise this information will be a successful measure in itself.

Strategic Workforce Metrics and Measures

To measure the impact of the workforce strategy and guide workforce planning the following Key Performance Indicators/Metrics will be used to monitor the progress:

Key Performance indicator / measure	What it will show	Why use it
Time taken to recruit	Time taken from submission of advert to offer of appointment	To maintain effectiveness of recruitment system; Impact on organisational capacity if recruitment delayed; help identify workflow blockages
Absence	Days lost per FTE	Manage overall levels, and identify potential costs.
Turnover (Voluntary)	Number of employees leaving (not including end of fixed term contract etc.)	To indicate satisfaction with Council as an employer and identify high turnover areas and manage retention rates
Apprentice securing role with Council	% of apprenticeships/Traineeships successfully completed	To indicate success of apprenticeship schemes in achieving workforce needs.
Staff Survey (Council as an employer)	% employees stating positively that Council is a good employer	Overall measure of employee satisfaction, engagement and manage retention
Gender Pay Gap	% gap in Mean and median earnings of male and female employees	To track success in addressing/reducing gender pay gap
Diversity and inclusion	Percentage of employees (and senior managers) by protected characteristics	To track and monitor effectiveness of diversity and equal opportunity Policies and success in reaching wider talent pools for jobs
External competitor pay check	Key roles where Council pay/benefits package varies from competitors	To manage recruitment and retention hotspots and challenges

Workforce Strategy Delivery Plan

Corporate Action Plan

Action point No.	Action	Success criteria & Outcomes	Milestones	Finish date	Officer responsible	Resource required from within council	Status and update
Leadership and Management							
Strand 1 Culture and Behaviours							
1.1	Review and refresh its existing Principles, Values and Behaviours	The principles, values and behaviours are reviewed and a series of actions are identified which will work towards embedding them in our recruitment, performance management and reward strategies	Review completed and actions identified	March 2023	Head of HR	Engagement with Members, CMT, Leadership Team, Staff and Trade unions	Funding identified for OD consultancy Brief provided and awaiting costs
1.2	Further develop a Social Partnership Working framework with our Trade Unions on strategic and operational issues.	Review of terms of reference for JCC Establishment of a robust and best practice framework for negotiation, consultation and facilities provision in line with all-Wales approach	Delivery of Social Partnership Working locally. Introduction of Social Partnership Agreement.	March 2023	Heads of Service Head of HR	Engagement with Members, CMT, Leadership Team, Staff and Trade unions	Not commenced
1.3	Deliver a Strategy for communications and engagement across all areas and levels across the Council.	Delivery of revised Communications strategy	Strategy in process of being developed.	March 2023	Head of Communications and Marketing	TBA	Not commenced
Strand 2; Future Leadership							
2.1	Develop a framework of leadership behaviours that will underpin our core values and set out the expectations that employees at all levels can have of those in	The current leadership behavioural framework is reviewed Continuation of leadership hub 'Let's Talk' with dates set throughout the remainder of 2022	Review completed and actions identified Dates confirmed for 'Let's Talk'	March 2023	Head of HR		OD consultancy brief provided and awaiting costs Let's Talk completed in August

	leadership and management roles.						
2.2	Conduct a development needs analysis of the current leadership and management team to identify intervention opportunities	Development needs analysis is completed to understand existing gaps and actions are identified to remedy.	Review completed and actions identified Programme in place to provide upskilling as required	March 2023	Head of HR	Engagement with CMT, Leadership	Funding identified and scope with OD consultant for costing
2.3	Deliver appropriate leadership development programmes at all levels of the organisation, including Members.	Deliver appropriate development interventions for managers and leaders at all levels of the organisation, including; New Leader Programme; focussed on current and identified potential Heads of Service New Manager Programme; building on the current Management Development Programme and focussed on existing Managers linked to achievement of ILM Level 5. Support Democratic Services with member development programme	Work programme for development completed Cohorts begin programme outline	September 2023	CMT, Head of HR, Democratic Services	Engagement with CMT, Leadership, Gower College	Not commenced

2.4	Develop a Coaching and Mentoring strategy across the Council.	<p>Research coaching qualifications & providers for the qualification. Identify coaching solutions for Grades 12, Directors and Councillors.</p> <p>Create an over-arching strategy along with supporting policies & processes</p>	<p>A functional Coaching Network is created with coaching available across all Directorates within Swansea Council.</p> <p>Delegates completing the funded qualifications within a timely manner & supporting Swansea employees with between 2-3 coaching clients per annum</p> <p>A coaching culture being embedded and valued within the Swansea Council culture.</p>	<p>Phase one training complete by October 2022, all qualifications complete by Jan 2023</p> <p>A pool of qualified, competent and motivated Coaches available for coaching throughout Swansea Council will be in place for the last financial quarter of 2022/23</p>	Head of HR	<p>Intranet updates /Internal Comms for promotion</p> <p>Existing qualified coaches to be sourced for mentoring and observations</p>	<p>Secure funding of circa £10k for the program, CMT accept strategy</p> <p>All strategy & policy documents have been approved and the initial application process is underway</p>
2.5	Be an active contributor and participant member of "New Local", networking and collaborating with this organisation and member authorities on key topics to source research and innovative insights to genuinely solve problems	<p>A recognised space for officers to step away from day-to-day activities and engage with peers from across the country.</p> <p>Opportunities, support and investment in our staff.</p>	Join the list of forward-thinking, ready-to-learn councils and organisations across the UK	March 2024	(Interim) Marlyn Dickson	Internal Engagement/ Participation Role	Joining is complete

	and find practical solutions.	<p>Ambitious leaders from across the Council on the Next Generation Academy</p> <p>Officers share experience, expertise & learning on some of the most pressing issues the sector is facing with other Councils across the UK.</p>					
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A Workforce Fit for the Future

Strand 3; Future Shape of the Organisation

Page 143	3.1	To establish optimal structures that meet the future needs of the above priorities.	Opportunities are identified and delivered to optimise structures and reporting lines. So that tangible efficiencies are achieved and silo working reduced in the areas identified from 3.2 to 3.10.	Milestones to be determined in respect of 3.2 to 3.10	Ongoing for length of strategy.	Heads of Service in conjunction with HR Business Partners	Engagement with CMT and Heads of Service	Not commenced
	3.2	Our regionalisation agenda	Advocate and explore opportunities which have been or will be identified and delivered. Optimising structures and reporting lines and ensuring our employees are trained in best practice to maximise partnership working opportunities.	Implementation of CJC's, City Deal, Western gateway, Swansea bay tidal Lagoon, Partneriaeth Regional Education consortium	The skills and knowledge will need to be developed as each project and scheme is being developed	Director of Resources	Training, good practice examples	TBC
	3.3	"Implementing the optimum model for adult services, and a child and family services improvement programme including a safe 'Looked	<p>More adults and carers supported through preventative, community and place based approaches.</p> <p>More adults supported to stay safe and well at home without recourse to more institutionalised forms of care.</p>	See adults and children services recovery/transformation plans. This also includes the	Strategies will be refreshed on an annual basis	Director of Social Services	Service redesign to implement the optimal model for adult services will have to be reviewed in light of the impact of	TBC

	<p>After Children' reduction strategy.</p>	<p>Greater proportion of adults with care and support needs and their carers supported directly through local authority or third sector provision</p> <p>More children and families supported via early support services and approaches</p> <p>Fewer children requiring recourse to statutory children services support</p> <p>More children supported to remain living safely within their own families and communities</p> <p>For those children who do need to be looked after a greater proportion will be supported by Foster Wales Swansea or through our in house residential care services</p>	<p>implementation of integrated early help, early years and family support arrangements as well as a cross cutting commissioning review in Social Services.</p>			<p>covid and Welsh Government's policy intent to rebalance the social care market.</p> <p>Children services Safe LAC reduction strategy is well embedded but service redesign/ transformation/ renewal will continue to reflect new and emerging challenges including the impact of covid</p>	
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3.4	Review of future additional learning needs provisions	<p>a) Delivery of specialist teaching facilities (STFs) review.</p> <p>b) Central provision of ALN reviewed following 2020 re-structure.</p> <p>c) Consideration of additional further specialist places in schools</p> <p>d) Head of vulnerable learner service re-introduced.</p>	<p>a) Implementation of changes to STFs in Swansea</p> <p>b) Fit for future ALN central staff</p> <p>c) Possible single special school in Swansea</p> <p>d) Post holder in place and managers configured for service area</p>	<p>Consultation commence September 2022 (STFs)</p> <p>Review of ALN central structure completed December 2021.</p> <p>Special school considerations by 2027</p> <p>Head of service and management in place by September 2022</p>	Director of Education	Fit for purpose central workforce to meet increased demand and expectations in light of ALN reform.	TBC
3.5	Support of the long term sustainable waste management strategy.	Delivery of new strategy being developed for 22/25 which might impact on future resourcing	Cabinet due to approve new waste strategy by March 2022	March 2023	Director of Place	None at this stage	Report principles approved. Awaiting cabinet decision
3.6	Support of the community development strategy.	New resources approved via Budget/ERF during 21/22	ERF bid approved for 21/22 and 22/23	March 2023	Head of Cultural Services	New resources approved via Budget/ERF during 21/22	ERF bid approved for 21/22 and 22/23
3.7	Support of future sustainable transport provision through our Integrated Transport Unit,	Deliver ITU structure and respond to emerging local regional and national strategies	ITU established. New National transport strategy due late 2022.	Mid 2023	Director of Place	None at this stage	Set up of ITU complete.

	as well as local and regional solutions.		New regional transport Plan required mid-2023.				
3.8	To pro-actively identify opportunities for synchronicities and efficiencies in organisational design, both budgetary and operationally, across Directorates and Service areas.	Opportunities are maximised to improve and achieve efficiencies in the delivery services across the Council.	Delaying options considered by HR Business Partners	March 2023	Head of HR	Directors Heads of Service	Not commenced
3.9	Pro-active consideration of the structural and workforce requirements in the “commissioning of people oriented services”, as identified in the Recovery Plan	People commissioning hub established utilising hub and spoke model of small central infrastructure drawing upon specialists embedded within children services, adults services, education, housing and procurement	Hub established April 2020 Education structure implemented September 2021 Review of effectiveness of central infrastructure June 2022	October 2023	Director of Social Services	Children services, Adult services, Education, Housing and Procurement	Hub has been operating throughout the period of the covid pandemic. Review of staffing infrastructure has been postponed during this period of emergency but will now be undertaken
Strand 4 – Workforce Planning							
4.1	Established workforce plans to be embedded in each service area	TBD by HoS to include; Delivery of skills audit. Workforce plans in place for each service area. Identification of critical posts.	TBD with HoS Refreshment of training on Workforce planning techniques	Workforce planning objective to be included in service plans 2023/24	Directors Heads of Service	HR Business Partners	TBC

		Succession plans in place to spot talent and develop staff for future leadership roles. Plans in place to address age profile issues.					
4.2	Develop career pathways and succession planning strategies	Design of career pathway options in critical services Design of succession planning policy	Career pathway and succession planning options to be delivered by OD resource	September 2023	Head of HR	Heads of Service	Not commenced
4.3	Develop a new hybrid operating model for a flexible workforce, adopting agile working practices and processes through policy development, guidance and training	Flexitime policy to be delivered. New Ways of Working integral to the development of property portfolio. Identify opportunities for “Red-tape busting”, improved systems and process in identified areas.	Analysis of workforce behaviours post-pandemic. Longer-term implementation of City Centre hub. TBD on and prior to replacement of QS Lead.	Flexitime policy in place by March 2023 Improved systems and process identified by March 2023	Head of HR Directors Heads of Service	Property Services Quality Systems Lead HR&OD	Agile policy in place
4.4	Confirm new agency contract arrangements and manager guidance for optimal management of agency workers to support established resource levels	New contract in place Adherence to Agency Worker policy.	Ongoing	Contract in place by December 2022	Directors HoS	Procurement HR&OD Agency providers	Audit in last quarter 2022

Strand 5 – Workforce Development

5.1	Development of Corporate Development Needs Analysis (DNA)	So that we have a clear understanding of our corporate needs, informed by our workforce planning activities.	Draft DNA's in place for each Directorate by 30 September 2023	March 2023	Head of HR	Directors Heads of Service Council L&D teams	Funding received for recruitment of Corporate L&D Officers
5.2	Delivery of effective elearning solutions in Oracle Fusion,	The ability to provide regular and timely reports on training provision. Easily accessible access to training	Oracle Fusion implementation	March 2023	Oracle Fusion	Council L&D teams	Funding received for recruitment of Corporate L&D Officers
5.3	Delivery of Career Development Programmes, particularly for apprenticeships and graduate level entrants offering work experience, trainee programmes,	So that there is a clear direction of travel on the provision of Programmes to meet the needs of Directorates and Service areas. There is a proactive offer of opportunities for care experienced young people to reflect the Council's role as a corporate parent	TBD	September 2023	Head of HR	Heads of Service Corporate L&D Team	Not commenced
5.4	Delivery of training related to the requirements of the Well-being of Future Generations (WFG) Act, for example, Integrated Impact Assessments, Sustainable Development	The workforce has a clear understanding of the WFG Act, and their roles and responsibilities. The workforce has opportunities to support in its implementation and improve well-being via better decision making	<ul style="list-style-type: none"> • Updated Sustainable Development (WFG) Policy • IIA Training • WFG Training 	March 2023	Future Generations Act lead	Corporate L&D Team	<ul style="list-style-type: none"> • Draft online WFG training developed with sustainable development focus • Draft IIA Training in progress • Redrafting based on policy update required once confirmed

5.5	Provision of Equalities and Welsh language training to meet our Legal and Corporate objectives	Delivery of Welsh Language Skills Framework; delivery of key strands; including training for front line staff and e-learning Delivery of equalities training framework	Delivery of each of the key strands detailed in the Framework.	September 2023	Head of HR	Corporate L&D Team Welsh Language Skills Training Group Equalities Officers	Funding provided for Welsh Language Skills training
5.6	Continued partnership with Gower College to identify and deliver external training support, particularly in Digital Skills.	So that we make best use of Gower College provision to deliver learning and development opportunities. Optimal use of Apprenticeship levy funding	Monthly Review of delivery and support packages across Directorates and Services.	Ongoing	Head of HR	Corporate L&D Team Heads of Service	
5.7	Climate Change and Nature Recovery - Net Zero Swansea	Work with training officers to update mandatory training to include relevant links to Net Zero 2030/50 and Climate Change Work with training officers to develop non mandatory training for staff and members on Net Zero Raise Awareness through the intranet and Council website using the Net Zero and Climate Change pages and a toolkit format for staff, residents and businesses Work with recruitment to ensure Net Zero Swansea and climate change is included in recruitment packs	Training for Cllrs and staff on Net Zero Swansea Formatted website pages with links to relevant policies	March 2024	Project Manager – Strategic Climate Change	Corporate L&D Website development staff to work with Project Manager to develop the pages and develop training	Not commenced
5.8	Deliver the Digital Strategy mission to achieve Digital skills and confidence	To be determined during course of 2022/23	To be determined	March 2025	Head of Digital and Customer Services	Support required from Corporate L&D Team, Gower College to develop a corporate wide approach	Not commenced

Being an Employer of Choice

Strand 6 – Recruitment and Retention

6.1	Review and Update of Recruitment and Selection Policy; so that it meets with employment legislation, best practice and Council need (particularly with regard to Equalities).	Where necessary, taking positive action through R&S activity to make sure our staff profiles reflect our inclusive and diverse communities. Addressing future skills and resource gaps; through delivery of effective programmes to attract and retain talent in key resource and skill shortage areas, identified through workforce planning activities	Appointment of Recruitment Specialist	March 2023	Head of HR	Recruitment Specialist Service Centre Hiring Managers Workforce Equalities Group	Funding received for recruitment of Recruitment Specialist
6.2	Review of Application Process; so that it is compliant with legislation and is seen to be supportive to applicants.	That we meet established KPIs in relation to recruitment practices.	Appointment of Quality Systems Lead	March 2023	Head of HR	Quality Systems Lead Service Centre IT Recruitment Specialist	Funding received for recruitment of Pay & Grading Officer
6.3	Development of our Recruitment Attraction Approach;	So that our websites are enhanced to best promote our employer brand, stressing the benefits of working with us. Ensuring that recruitment advertising is effective, focussed, good value for money, uses language and imagery that maximises potential interest from a diverse range of candidates, and is legally compliant	Appointment of Recruitment Specialist	March 2023	Head of HR	Recruitment Specialist Service Centre Hiring Managers	Funding received for recruitment of Recruitment Specialist
6.4	Upskilling of recruiting Managers	So that, for example they are appropriately trained, in unconscious bias training, and that all employees who are involved in recruitment panels follow correct processes in conducting recruitment interviews.	Appointment of Recruitment Specialist	July 2023	Head of HR	Recruitment Specialist Service Centre Hiring Managers Workforce Equalities Group Corporate L&D Team	Funding received for recruitment of Recruitment Specialist and Corporate L&D Officers

6.5	Creation of a modern on-boarding and induction experience for new starters	So that we have a consistent on boarding and induction process in place that supports new employees in understanding their role and place in the organisation	TBD on Oracle fusion implementation	September 2023	Head of HR	Corporate L&D Service Centre	Not commenced
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Strand 7 – Recognising Performance

7.1	Review of pay and grading across the Council and for senior roles as identified through the senior management review	To optimise pay and grading arrangements. Review and deliver “future proof” Chief Officer scheme. Review potential for new Officer JE scheme.	TBD on appointment of Pay & Grading Officer	March 2023	Head of HR	Pay and Grading Officer Directors	Funding received for recruitment of Pay & Grading Officer.
7.2	Delivery of a revised, “fit for purpose” Performance Management approach, to reflect the future needs of the Council,	Delivery of “Performance and Goals performance management system through Oracle Fusion Delivery of revised Performance Management Policy Corporate and Directorate Objectives Reviewed and Agreed	Oracle Fusion implemented October 2022 Rollout to Council by March 2023	March 2023	Head of HR	Oracle fusion team HR&OD CMT Leadership Team Trade Unions	Engagement with Oracle Fusion team ongoing
7.3	Delivery of Action Plan to address Gender, Disability and Race Pay Gap Issues.	Delivery on Actions identified through Plan Develop readiness for Disability and Race Pay Gap issues	Establishment of Workforce Equalities Group Appointment of Pay and Grading Officer	September 2023	Head of HR	Workforce Equalities Group Pay and Grading Officer	Funding received for recruitment of Pay & Grading Officer
7.4	Consider re-introduction of “career grades” as part of Pay policy/ strategy	Identified through Staff Focus Group Process to address recruitment and retention issues	Appointment of Pay and Grading Officer	September 2023	Head of HR	Pay and Grading Officer	Funding received for recruitment of Pay & Grading Officer

Workforce Wellbeing and Inclusion
Strand 8- Supporting Our Workforce

8.1	Incorporate mental health awareness into leadership and management development	So that Leaders and Managers feel confident to address issues around mental health.	Yearly Training Delivery Plans 2022-25 with course frequency incrementally increased to 12 courses per year	31st March 2025	Corporate Health and Wellbeing Manager	Ongoing budget provision to maintain delivery	Training package in-place with additional e-learning packages
8.2	Maintain and develop the Council's "Helping Hands" programme that champions mental health.	So that there is; knowledge and confidence to signpost people with the most common mental health issues to the right support.	Return HH face to face group activity Raise awareness through promotion through newsletters and Staffnet Advertise and recruit volunteers across Authority HH promotion at all Health Fairs	March 2025	Corporate Health and Wellbeing Manager	Support from Comms Team in raising visibility through Staffnet and Staff Newsletters	Helping Hands training package complete, with promotional/recruitment resources
8.3	Review and re-launch of Dying to Work Charter	So that this Charter is brought up to date with best practice.	Consultation and Agreement with TU's. Engagement with JCC and CMT	June 2022	Head of HR	Trade Unions	Work ongoing on this activity
8.4	Delivery of dedicated advice and support to focus on reducing sickness absence, particularly longer-term.	Delivery of dedicated advice and support to focus on reducing sickness absence, particularly longer-term. Review of Management of Attendance Policy	Milestones and success criteria to be determined in respect of each Service area	Ongoing	Heads of Service Head of HR	Trade Unions	Sickness Absence Officers appointed
8.5	Seek re-accreditation for SEQOHS ('Safe, Effective, Quality	Demonstration of recognised set of standards for occupational health	Action plan 2022-23 developed	March 2025	Corporate Health and Wellbeing Manager	Budget & Resource	Processes in-place, action plan will

	Occupational Health Service).	<p>services to achieve SEQOHS accreditation.</p> <p>Raises confidence in the organisation, showing visible commitment to employees in their health being a priority and the quality of medical services provided</p>	<p>Action Plan delivered</p> <p>Online audit approved by CX submitted</p> <p>Onsite inspection and interview with CX complete</p> <p>SEQOHS accreditation achieved</p>			<p>Commitment by Authority</p> <p>Support of the Chief Executive, to read and approve submission and interview with SEQOHS assessment Team</p> <p>NB: If staffing resources and £3k project budget not in place this objective is unattainable</p>	<p>commence development April 2022 for submission before audit and inspection by SEQOHS assessors</p>
	To regain Gold Award status under the Healthy Working Wales; Corporate Health Standard and Small Workplace Health Awards).	To improve confidence and staff wellbeing, and improve the offer of employment to increase recruitment as a flexible staff focused organisation committed to staff wellbeing	<p>SEQOHS attained</p> <p>Action plan developed and implemented</p> <p>Evidence folders developed</p> <p>Delivery of health fairs and health promotion</p> <p>Themed staff wellbeing survey implemented</p> <p>Mock assessment with HWW</p>	March 2025	Corporate Health and Wellbeing Manager	<p>Support from Directorate representatives and TU's as part of the Wellbeing Working Group</p> <p>Support from Comms team to promote activity through Staffnet & newsletters</p> <p>NB: If staffing resources not in place this objective is unattainable</p>	

			<p>assessors undertaken with report and action plan received with assessment of level (Bronze, Silver or Gold)</p> <p>3 Day onsite assessment with staff interviews at multiple sites, interviews with Wellbeing Working Group and CX.</p> <p>Receipt of HWW assessors report with organisational accredited status</p>				
Strand 9– Equality in the Workplace							
9.1	Establishment of a Workforce Equalities	Collection of Data on “Protected Characteristics	TBD	March 2023	Head of HR	Service Centre Trade Unions	
9.2	Group to address workforce equalities issues such as;	Adherence to the Welsh Government's Race Equality Action Plan and LGBT+ Action Plan as they relate to the Workforce	TBD	March 2023	Head of HR	Access to Services	
9.3		Pro-active contribution to the development of recruitment and selection processes to reflect the communities we serve	TBD	March 2023	Head of HR	Service Centre Recruitment Specialist	Funding for recruitment of Recruitment Specialist obtained.
9.4	Achievement of Disability Confident Accreditation Leader Status	So that we are accredited as a Disability Confident Leader; acting as a champion within our local and business communities.	External Validation of self-assessment	March 2023	Head of HR	Recruitment Specialist Service Centre	Disability Confident Employer Status

			referring to the “Voluntary Reporting Framework”			Workforce Equalities Group	already achieved. External support being provided by Remploy.
9.5	Delivery of Equalities Training	So that we have e-learning and face face training provisions the meets best practice and legislative requirements.	Training in place by June 2023	September 2023	Head of HR	Corporate L&D team Workforce Equalities Group	E-learning for staff in place. E-learning for Managers and face to face training being developed.

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

Which service area and directorate are you from?

Service Area: HR and Service Centre

Directorate: Corporate Services

Q1 (a) What are you screening for relevance?

- New and revised policies, practices or procedures
- Service review, re-organisation or service changes/reductions, which affect the wider community, service users and/or staff
- Efficiency or saving proposals
- Setting budget allocations for new financial year and strategic financial planning
- New project proposals affecting staff, communities or accessibility to the built environment, e.g., new construction work or adaptations to existing buildings, moving to on-line services, changing location
- Large Scale Public Events
- Local implementation of National Strategy/Plans/Legislation
- Strategic directive and intent, including those developed at Regional Partnership Boards and Public Services Board, which impact on a public bodies functions
- Medium to long term plans (for example, corporate plans, development plans, service delivery and improvement plans)
- Setting objectives (for example, well-being objectives, equality objectives, Welsh language strategy)
- Major procurement and commissioning decisions
- Decisions that affect the ability (including external partners) to offer Welsh language opportunities and services
- Other

(b) Please name and fully describe initiative here:

The Council’s Workforce Strategy 2022-2027 sets the vision and objectives to enable a workforce that is sustainable and fit for the future. It provides focus for people related activity to improve the opportunities available in upskilling, recognising, developing and supporting the workforce and its impact will apply across the organisation.

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

Pregnancy and maternity	<input type="checkbox"/> <input type="checkbox"/>	<input checked="" type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Human Rights	<input type="checkbox"/> <input type="checkbox"/>	<input checked="" type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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

Consultation and engagement has taken place with a wide range of stakeholders as referred to in the report, including employees, managers, elected members and trade unions.

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 <input type="checkbox"/>	Medium risk <input checked="" type="checkbox"/>	Low risk <input type="checkbox"/>
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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**

The Workforce Strategy will have an impact across all of the workforce and across all Directorates in delivering against the themes of “Leadership and Management”, “A Workforce Fit For the Future”, “Being an Employer of Choice” and “Workforce Wellbeing and Inclusion” and supporting Strands and Action Plans

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?

This Strategy has been developed in in line with the provisions of the Well-being of Future Generations (Wales) Act 2015. The Strategy includes specific strands in relation to Equalities in the Workplace and Workforce Wellbeing and Inclusion. This report provides an update on progress an as such has limited impact. The strand within the strategy and actions undertaken will be subject to their own IIA process.

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 aims and objectives of the Workforce Strategy have identified that there should be medium impact on a wide range of groups as a result of its approval, however the impact should be a positive one rather than negative. Whilst the proposed strategy applies to all Council employees it largely reflects existing workforce policies. Each strand of the workforce strategy and all actions listed within the strategy will be subject to its own IIA process.

(NB: This summary paragraph should be used in the **‘Integrated Assessment Implications’** section of corporate report)

Full IIA to be completed

Do not complete IIA – please ensure you have provided the relevant information above to support this outcome

NB: Please email this completed form to the Access to Services Team for agreement before obtaining approval from your Head of Service. Head of Service approval is only required via email.

Screening completed by:
Name: Rachael Davies
Job title: Head of HR and Service Centre
Date: 16/09/2022
Approval by Head of Service:
Name: Rachael Davies
Position: Head of HR and Service Centre
Date: 16/09/2022

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

Agenda Item 15.



Report of the Cabinet Member for Corporate Service and Performance

Cabinet - 20 October 2022

Post-Pandemic Working Model

Purpose:	To seek Cabinet endorsement of principles that will underpin the council's post-pandemic working model, and which take account of operational requirements, customer expectations and workforce needs
Policy Framework:	<ul style="list-style-type: none">• Transformation and Future Development Wellbeing Objective• Agile Working Policy• Flexible Working Policy• Accommodation Strategy
Consultation:	Access to Services, Finance, Legal.
Recommendation(s):	It is recommended that: <ol style="list-style-type: none">1) Cabinet approves the proposed principles for post pandemic working at paragraph 3.42) Cabinet delegates to the Chief Executive responsibility for applying the principles to all services3) Cabinet requests a report on the effectiveness of the principles on operational performance, customer expectations and workforce needs to be presented in October 2023
Report Author:	Ness Young
Finance Officer:	Ben Smith
Legal Officer:	Tracey Meredith
Access to Services Officer:	Rhian Millar

1. Introduction

1.1 Prior to and during the COVID19 pandemic the council has been:

- pursuing an accommodation strategy to rationalise the size of the administrative estate

- implementing an agile working¹ policy (Appendix 1) to support remote working on the basis that it would save money, and make the organisation more sustainable over the medium term
- 1.2 When the COVID19 pandemic started in March 2020, the country went into lock down and the council went into business continuity mode. All employees who could work from home were required by Government to do so, affecting around 3,000 Swansea Council office-based employees.
 - 1.3 On 28 January 2022 the legal requirement to work from home was removed but remained advisory and in March 2022 Welsh Government published ***Together for a safer future: Wales' long-term Covid-19 transition from pandemic to endemic*** which articulated an expectation that under a Covid Stable scenario (the current state) “there will be a gradual transition back to office working, at the same time as promoting more flexible working practices such as remote working”. The report also articulated the Welsh Government’s long-term aim for 30% of Welsh workers to be working flexibly at or near to home.
 - 1.4 Since the Government’s rules around home working have been relaxed decisions about employees returning to the office or staying at home have been left to managers and employees leading to some confusion amongst employees and members about how they should be working now services have returned to business as usual. In addition, in recent weeks there have been instances of customers being unable to contact employees due to a breakdown in customer contact channels within services, leading to a number of complaints.
 - 1.5 The Cabinet has made a commitment to develop a post pandemic working model which provides clarity to customers on how they can access services, and to employees on how they should be working taking account of operational requirements and workforce needs.

2. Background

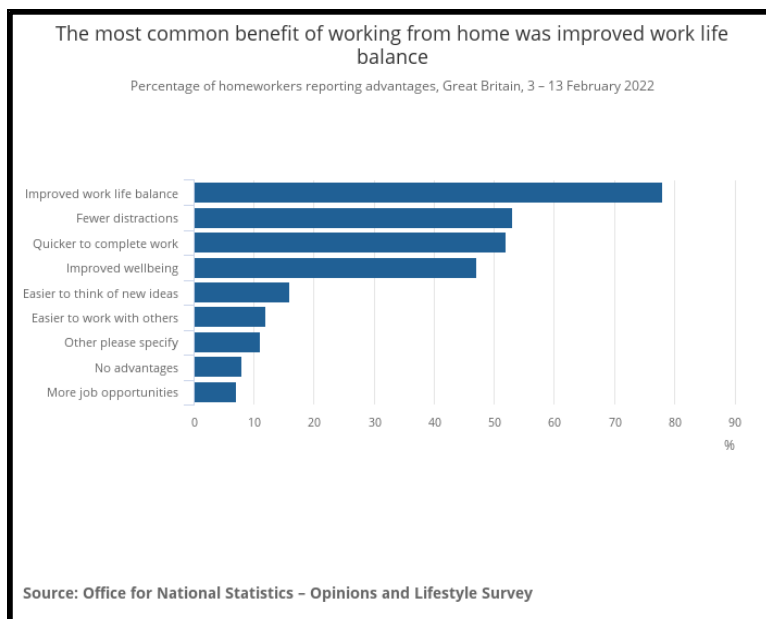
Workforce composition

- 2.1 As at August 2022 the council had 6,684 employees (excluding teaching staff) of which more than half work on the front line, based at depots, schools or in the community. Of the remainder 62 are home workers² (under the council’s Home Working Policy (Appendix 2)) and dual work bases and the rest have the Guildhall or Civic Centre as their assigned work base, albeit the majority have been working from home since March 2020.

¹ Agile working is the ability to work in the place and at the time most appropriate for the task in hand and is about providing a working environment and way of working that allows choice and flexibility (extract from council policy). The policy was updated in 2021 to reflect learning from the pandemic

² The Health and Safety Executive define Home Workers as people employed to work at home for an employer

- 2.2 There are different working models operating across the council, reflecting the wide range of services and delivery models in place. The pandemic highlighted this fact, with many front-line workers (e.g., carers, refuse workers and teachers) being required to continue to work from their usual workplace (with necessary safeguards) while others were required to work from home. Notwithstanding this distinction in some cases those who could work from home (e.g., managers of front-line workers) chose to work alongside their teams to provide leadership and support.
- 2.3 As well as working from a variety of locations, there are differences in the way services and employees are supervised and managed, with managers' having the discretion to apply policies relating to flexible working³ (Appendix 3) and flexitime⁴ (Appendix 4) and / or local management arrangements depending on operational requirements. In addition since 2018 just under 200 employees⁵ have been part of an agile working pilot testing a new way of working that priorities employee outputs and outcomes over when, where and how employees work (albeit they are still required to meet the terms and conditions of their employment (e.g, working hours)). The pilot has been well received by participants (who report higher levels of productivity and wellbeing arising from the new way of working) and it is due to be formally evaluated to determine whether the arrangement should continue and/or be extended to other services.
- 2.4 Although not appropriate for all job roles, as well as reducing costs, employees report several benefits from agile/remote working shown in the graph below.⁶



³ Flexible working is defined as flexibility in employment that assists individuals in meeting their various domestic commitments, and gives them a greater choice over where, when and how they work

⁴ Flexitime is a scheme which gives employees the ability to manage the distribution of the hours they work within agreed parameters

⁵ HR&OD, Service Centre, and Property Services

⁶ Is Hybrid Working Here to Stay? ONS Opinions and Lifestyle Survey, May 2022

- 2.5 There is a consensus that hybrid working⁷ will become increasingly commonplace across the UK with the ONS survey results indicating that most employees who were working remotely during the pandemic would like to continue to do so, albeit with some time spent in the office. However, during the current cost of living crisis employees are likely to weigh up the costs of staying at home against the cost of office working and make seek, at least in the short term, to increase the amount of time they spend in the office.
- 2.6 A recent survey undertaken by APSE⁸ shows that councils across the UK are grappling with the challenge of developing post-pandemic working models. The report identifies a range of factors that organisations are taking into account as they move to a hybrid working model and these are considered in section 3 below.

Employee Accommodation

- 2.7 Under the accommodation strategy, the council has entered into a strategic partnership with Urbansplash⁹ and the current expectation is that the Civic Centre will be vacated by the first half of 2025. It has also acquired 277-279 Oxford Street, to create a City Centre Community Hub planned for late 2023, which will house a number of council front facing services currently based at the Civic Centre. In addition, plans are also in place to create a central Public Sector Hub for back-office services also by 2025. Both Hubs are expected to attract partner organisations. These plans will be facilitated by the council's agile policy (based on the aim to reach a maximum staff: desk ratio of 2:1 and provision of collaborative and quiet spaces) and the use of surplus accommodation in the Guildhall. In the meantime, occupation of the Guildhall and the Civic is being organised to reflect the future model and there will continue to be sufficient desk space to accommodate a significant return to the office should that happen during the winter months.

3. Post-Pandemic Working Model

- 3.1 The Post-Pandemic Working Model must reflect the different services the council provides and while it cannot therefore be a single model, there can be consistency in the way in which services determine their own working models to ensure operational requirements are met and employees are treated fairly.
- 3.2 There are a number of external and internal factors which will influence each service's working model, including

⁷ Hybrid working is where an employee splits their time between their work base and a remote location

⁸ APSE Briefing 22-34 Post- Covid Return to Office Working, September 2022

⁹ Cabinet report Nov 2019 'City Centre Marketing of Strategic Site Joint Venture Opportunity and FPR7' and the subsequent approval from Cabinet to include the Civic Centre as a Strategic Development site

External Factors

- **Customer access needs:** i.e., when, where, how, and what customers can access in terms of services, advice, information, or guidance. This includes ensuring customers can contact the council and get a timely response online, by telephone or face to face.
- **Job Roles:** may have specific operational requirements that mean agile working is not applicable (e.g., refuse collection)
- **Cost of living crisis impact on customers and employees' prosperity, health, and wellbeing** is expected to increase demand for services and to impact on where employee's work where they have a choice
- **Council's financial outlook:** the cost-of-living crisis and energy costs are already having a significant impact on council budgets which will continue to drive the need to reduce costs and make savings
- **Climate change:** is a driver for reducing the administrative estate. However, the emissions council buildings and those arising in employees' homes while they are working remotely both form part of the council's carbon footprint and so need to be considered in the round
- **Local economy:** the council is a major employer in the local economy and decisions about its working model(s) could have a positive or negative impact on the local economy. The extant accommodation strategy to create community and public sector hubs seeks to protect the local economy while also delivering cost reductions and workforce policies that support employee health and wellbeing.

Internal Factors

- **Accommodation provision:** the council's accommodation strategy will provide two new hubs as well as capacity in the Guildhall, which combined will be sufficient to meet the accommodation needs of the agile workforce
- **Digital technology provision:** since the onset of the pandemic the council has demonstrated it has the capacity and capability to enable staff to work remotely
- **Workforce health and wellbeing: whilst remote working can have positive benefits to employees by enabling work/life balance to those with caring responsibilities or transport challenges, and support those with a long term health condition or mobility issue** it can also lead to feelings of loneliness and isolation and/or longer working hours, which need to be managed
- **Recruitment and retention challenges:** could be reduced in some services by offering agile working which is deemed attractive in the labour market and can enable the council to access talent further afield
- **Workforce policies:** the council's has extant agile working and flexible working policies both of which are at managers' discretion and are dependent on operational requirements of the service being met
- **Supervision / performance management of employees:** a consistent approach to supervision / performance management is needed when adopting different service models to ensure fair treatment

Post-Pandemic Working Principles

3.3 Developing a set of principles to determine the design of service working models can help to:

- keep important factors (e.g, customer access, workforce needs) front and centre
- ensure consistency and fairness across the organisation
- communicate to employees and customers the basis on which different service models are designed

3.4 Taking account of the factors identified in paragraph 3.2 above the following principles are proposed:

1. **Each service¹⁰ will have a written set of operational requirements** which reflect when, where, how, and what customers (external (i.e., the public, internal (i.e., other services/partners/members) can expect to access in terms of services, information, advice and/or guidance
2. The council will set out **corporate customer contact standards** (e.g., response times, contact options including alternative formats to meet our duty under the Equality Act 2010) as part of a customer contact strategy to provide consistency across the organisation
3. Each service will ensure **all job roles fulfil the service's operational requirements and clarify whether they are available for agile working** driven by the service's operational requirements
4. Each service will ensure **appropriate arrangements are in place to supervise and performance manage employees** in line with corporate policies, their job roles and their terms and conditions of employment
5. Each service will seek to **minimise the accommodation space each service requires** and will aim for a maximum staff:desk ratio of 2:1
6. **During the cost-of-living crisis agile employees will be supported to work from their assigned work base or another public sector building, if they choose**
7. Each service will ensure **appropriate arrangements are in place to support the health, safety, and wellbeing of employees wherever they are working from** (including regular 121s, formal supervision or team meetings as appropriate, regular in-person team contact, ergonomic workstations and clear work / home life boundaries and recognition of caring responsibilities, housing issues and risks of domestic violence/coercive control)
8. The council will **ensure the workforce and digital strategies provide employees with the training and development** they need to work in an agile environment
9. The council will **work with Public Service Board partners and other local authorities to identify physical locations in and outside the county from which employees can work on a hot desk¹¹ basis.**

¹⁰Directors and Heads of Service to determine definition of services for the purpose of applying working model principles; Leadership (i.e., Corporate Management Team and Heads of Service) to be included as a distinct group to define the model to be used to meet the council's democratic / Members' needs

¹¹ Hot desking is when multiple workers use a single physical workstation during different time periods

Employees will also be encouraged to use the Welsh Government's Local Remote Working hubs¹²

- 3.5 Guidance and support will be provided to service areas on how to prepare their operational requirements and customer standards in line with the above principles. This will include the requirement for an IIA to be completed to ensure that impact on key groups has been fully considered.

Assurance that the IIA process has been duly completed and approved by Access to Services prior to submission to Directors will be required.

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 acting in accordance with the sustainable development principle, aimed at achieving the 'well-being goals'.

- 4.3 Our Integrated Impact Assessment (IIA) process ensures we have paid due regard to the above. It also takes into account other key issues and priorities, such as poverty and social exclusion, community cohesion, carers, the United Nations Convention on the Rights of the Child (UNCRC) and Welsh language.

- 4.4 An IIA Screening Form has been completed with the agreed outcome that a full IIA report was not required: The summary of impacts has been categorised as low providing the agreed principles are applied correctly. Whilst the proposed working model principles apply to all Council employees they largely reflect existing policies and their impact on specific groups is low. However, when adopting the principles a separate IIA will

¹² at Canolfan y Bont, Pontarddulais, Swansea (Hub Cymru), Blaen-y-maes Drop in Centre, Swansea (Hub Cymru) and Swansea (Indycube)

need to be undertaken by each service due to the operational requirements potentially impacting on service users. The customer service standards will also need a separate IIA as part of their development due to the impact on service users. This assessment will be submitted to Directors along with operational requirement proposals before any changes are implemented.

- 4.5 With regard to involvement, key stakeholders including council employees, managers and recognised Trade Unions have been involved in the development of the council's agile and flexible working policies. Public Service Board Members will be involved in developing members of the Public Service Board and they will be involved in developing a network of locations from which agile employees can work..
- 4.6 The report adheres to the transformation and future council development well-being objective in the Corporate Plan - so that we and the services that we provide are sustainable and fit for the future.
- 4.7 The risks surrounding the project are considered low as the policies on which the principles are based are already in place. The principles provide a framework that will ensure the policies are adopted and implemented in a consistent and fair manner.
- 4.8 With regard to the cumulative impact of the project, there will be changes to the working model as a result of the implementation of the principles identified in paragraph 3.4 above. However, these changes are internal and would be considered as overall improvements. To provide surety, when the IIA process is undertaken by services as part of their model development, impact on staff of the proposed way of working will need to be fully considered.
- 4.9 The report proposal identifies that there will be impact on a wide range of staff groups as a result of its approval, but the impact will not be known until each service area completes their operational requirement and customer standard model. This is an internal mechanism and each individual service will need to fully consider the impact of their specific model on key groups, the public in general and members of their workforce. Individual IIA's will be carried out by services to support this process. The guidance and support provided to service areas will ensure that the IIA process is duly completed and that Access to Services are engaged with the assessment process prior to submission to Directors for approval.

The customer services standards proposed in this report will require its own IIA process to support its development.

5. Financial Implications

- 5.1 There are no direct financial implications arising from the recommendations in this report. However, fundamental changes to the shape of future service provision and location of services and employees, will have a widespread impact across a range of budgets. Given the financial outlook for this Council, along with all others there is a

presumption that the overall budgeted costs will reduce and make a contribution to wider service efficiencies and budgetary savings. The cost of that transition will also need to be carefully managed given the future constrained resource outlook.

6. Legal Implications

6.1 There are no direct legal implications as a result of this report.

Background Papers: None

Appendices:

- Appendix A Agile Working Policy
- Appendix B Homeworking Policy
- Appendix C Flexible Working Policy
- Appendix D Flexi Time Scheme
- Appendix E IIA



Agile Working Policy

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1.0 Policy Statement

- 1.1 This Policy provides a framework for consistent and fair application of agile working arrangements and aims to support the continued provision of fair and decent work for our employees.
- 1.2 It follows the principles and values of the Well Being and Future Generations (Wales) Act 2015, particularly with regard to the cultural change identified to meet future needs. Technological improvements will inevitably change the way we work. This includes the ability to work agilely and will require a change in behaviours and culture in some environments. Guidance and learning and development will be provided for all employees in managing and supporting that change.
- 1.3 Agile working is the ability to work in the place and at the time most appropriate for the task in hand, and is about providing a working environment and way of working that allows choice and flexibility. Though the nature of some of the roles within the Council cannot be classed as totally flexible, there is considerable scope in many cases for some form of agile working. The different ways in which Agile working can be undertaken is dependent on the demands and needs of the role and the service, the employee's individual circumstances and the type of work undertaken. It is possible, with careful planning and a degree of best practice evaluation, for many employees to carry out their duties from a variety of different locations and environments. However, the Council will continue to require some employees to undertake their duties in a specific Council location to meet service delivery needs.
- 1.4 Agile working provides options on where, when, and how roles can be undertaken by introducing an element of choice and flexibility which will ensure that the needs of the service are met in the most effective way. It is based on work is an activity we do rather than a place we go to.
- 1.5 All employees working under this Policy will still be covered by the [ICT Code of Practice](#) even when working from home and must remain vigilant, especially in the more relaxed home environment, with regards to the security of Council ICT systems.
- 1.6 The benefits of agile working can include:
 - a) For the organisation

- employee retention,
- increased productivity
- Reduced costs of accommodation and other overheads.
- work life balance opportunities
- flexible working
- improved work environments and productivity
- greater collaboration within and between Directorates
- reduced travel and associated costs
- reduced carbon footprint
- reduced absenteeism and its related costs
- enhanced business continuity

b) For the employee, there are benefits to agile working, *such as:*

- better work life balance
- more autonomy on work productivity
- ability to up-skill
- establish increased trust between manager and employee
- less commuting
- location independence
- save on travel costs when working from home
- customisable work space
- flexible working times

- 1.7 Agile working provides employees with more options with regards to where, when and how they undertake their roles by introducing an element of choice which will ensure that the needs of the service are best met.
- 1.8 Agile working allows employees to influence how they carry out their role and promotes varying levels of flexibility within the workplace. It is based on the concept that work is an activity we do, rather than a place we go to.
- 1.9 Agile Working does not solely refer to working at home and can apply to working at other remote locations.
- 1.10 This policy clarifies how employees can work 'agilely' and for the majority of them this will mean working from home or other locations. However, when working from home for full contractual hours, please refer to the **Home Working Policy**.

2.0 Scope

- 2.1 This policy applies to Council employees (except school based employees) working at any level within the organisation and any third parties working in a Council building or workplace. The nature and extent of Agile Working will depend upon the job undertaken and considerations will include the impact on

the ability to meet customer demand (internal and external) and employee welfare. Some employees will continue to work at their designated Council locations in order to meet service delivery needs.

- 2.2 Schools' employees may be covered by this Policy by specific acceptance of the Governing Body.
- 2.3 Within integrated services, some Council employees will be working alongside those employed by other organisations, for example, NHS, Swansea University, etc. who will need to refer to their own organisational policies or appropriate joint protocols regarding Agile Working.
- 2.4 This policy covers all agile working arrangements, and there is an expectation that sharing work stations will apply.

3.0 Equalities

- 3.1 Managers must ensure that they pay due regard to the provisions of the Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011 in relation to agile working. Reasonable adjustments may need to be considered for those with specific requirements arising from a particular protected characteristic, e.g. disabled employees, which may include physical disability, mental health or any other relevant additional needs. Refer to sections 4 and 5 for responsibilities regarding employee and manager duties referencing the implementation of agile working arrangements.

4.0 Roles and Responsibilities - Managers

- 4.1 As with all roles, the manager will support the agile employee by:
- ensuring that the employee can undertake the role safely and by providing any reasonable adjustments (Please see Staffnet for further guidance: www.swansea.gov.uk/staffnet/riskassessments)
 - setting clear objectives
 - agreeing working arrangements and timescales for work
 - undertaking regular 1-2-1s and team meetings, appraisals and Supervision
 - agreeing output and productivity
 - agreeing any training and development required

- 4.2 The Manager will consider the Health and Safety implications of any agile working arrangement and seek advice from the Corporate Health, Safety and Well Being Team regarding any specific concerns around health and safety issues, ensuring suitable control measures are in place. This will include supporting the mental, as well as the physical, wellbeing of agile workers.
- 4.4 Premises managers must make sure health and safety measures are clearly marked for all visitors.
- 4.5 Managers are responsible for undertaking training available on this policy and ensure that their team complete any relevant training provided. Guidance is available on Staffnet.

5.0 Roles and responsibilities - Employees

- 5.1 It is the employee's responsibility to comply with this policy in a reasonable, constructive and appropriate manner. The employee should be flexible, open and constructive in discussing and agreeing Agile working arrangements, whilst remaining focussed on the needs of service. Agile working is not restricted to 'working from home' and therefore security should be of paramount consideration if working outside usual Council locations.
- 5.2 It is the employee's responsibility to work safely and report any hazards or risks to their manager, including reporting any defects that arise in the equipment provided while working agilely.
- 5.3 While working in an agile way, current policies and procedures for reporting sickness absence and approval for applying for annual leave will apply.
- 5.4 Employees should:
- complete any relevant health and safety forms and checks;
 - ensure that all reasonable care is taken of all Council supplied ICT equipment
 - Comply with confidential, data protection and internet security policies.
 - comply with their responsibilities within the authority's DSE policy
 - undertake any training available
- 5.5 It is the employee's responsibility to take reasonable care of others who may be affected by their work activities.

- 5.6 The employee must report immediately once known, any loss, theft or damage to Council IT equipment or the loss of confidential information.
- 5.7 Where employees use other Council locations to work, they should familiarise themselves with the local arrangements for managing health and safety. They should ensure they are aware of fire safety arrangements to ensure they are fully conversant with the actions to be taken in the event of discovering a fire or on hearing the fire alarm signal and ensure they adhere to the local signing in and out arrangements.
- 5.8 Whilst the Council is responsible for providing equipment to work in an agile manner, e.g. when working from home, or any other location, it remains the employee's responsibility to ensure that the working environment is safe. Procedures relating to a risk assessment will apply. See attached procedure.

6.0 Business Travel while Agile Working

- 6.1 Generally, employees have a standard base allocated to them when they join the Council as an employee, as outlined in their contract of employment, where a fixed base is identified. The contract of employment will stipulate the 'base location' for each employee and this will remain even when working 'agilely'. Employees who work from home for all of their contractual hours should refer to the **Home Working Policy**.
- 6.2 Where it is necessary to claim travel (according to the Council's Business Travel Policy), this base location, as identified in the employment contract, will form the starting point for each work related journey undertaken.
- 6.3 It is important that all employees manage their travel and limit it in order to achieve the environmental benefits of agile working. Where possible, ICT should be used to reduce the need to travel. This can include conference calling, video conferencing and web conferencing. With the implementation of agile working, excess mileage claims will be reviewed as the aim is to reduce all travel where possible.
- 6.4 Refer to **Business Travel Policy** for more details.

7.0 Liability insurance and property risk

- 7.1 Computers and other items of equipment provided by the Council as part of agile working arrangements will be covered by the Council's insurance policy, with a £500 department excess applied to each and every claim. It is essential that all Council equipment is stored securely if not in use to ensure that insurance cover is valid.
- 7.2 A higher duty of care is expected from insurers for portable equipment such as laptops and ipads. All employees have a duty to take reasonable steps to safeguard equipment from loss or damage. Devices must be secure at all times, and measures taken to protect against theft, such as locking the device away at the end of the day. Devices should not be left unattended in cars, hotel rooms, conference centres and meeting places etc. All employees must comply with the ICT equipment for working from home policy. For more information: www.swansea.gov.uk/staffnet/ITequipmentforhome
- 7.3 A police report is required in the event of a theft and for any theft cover to be valid there must have been either:
- forcible and violent entry to or exit from the building; or
 - violence to persons or threat of violence to persons
- 7.4 As outlined in this policy, employees must report any loss or damage to Council equipment immediately to their line manager.
- 7.5 It is the employee's duty to ensure that they have the relevant house insurance for any time spent working at home. The insurer needs to be aware that the home is used for 'work' to ensure that insurance cover remains valid.

8.0 Data Protection and GDPR

- 8.1 The Council's Information Security and Data Protection Policies apply at all times regardless of location where work is undertaken.
- 8.2 It is the employee's responsibility to ensure the security of equipment, files and any other information in their possession, including the transportation of such items whenever outside of the Council office environment. It is particularly important to ensure that non-authorised personnel (in the home environment or whilst working off site) cannot gain access to confidential or personal information.

- 8.3 All efforts must be made to secure Council equipment when being used at home or other locations. Wherever possible, this equipment should be locked away. At a minimum, all equipment should be stored out of sight of windows and doors to deter equipment being stolen. Council equipment must not be left in a parked vehicle overnight and should never be left in sight of passers-by when a vehicle is temporarily parked.
- 8.4 Any paper based documentation that contains personal or confidential information must be disposed of securely, as outlined in the procedure. Employees are encouraged to fully utilise the document management system, to reduce paper file storage, printing costs and increase security.
- 8.5 No work related emails or sensitive data should be sent to the employee's home email addresses. No work related files should be stored on an employee's personal computer.
- 8.6 Any loss of equipment or information must be reported immediately to the employee's line manager.
- 8.7 The manager must consider the Data Protection implications of any agile working arrangement, with reference to the Council's Data Protection Policy.
- 8.8 It is the responsibility of employees to ensure they comply with the UK General Data Protection Regulation and Data Protection Act 2018 and any arrangements put in place by the manager. See attached procedure.

9.0 Policy Monitoring

- 9.1 The Council will monitor the application of this Policy and has discretion to review it at any time through the appropriate consultation mechanisms and in light of any developments in employment legislation or good employment practice.
- 9.2 Responsibility for the implementation, monitoring and development of this Policy lies with the Strategic HR&OD Manager. Day to day operation of the Policy is the responsibility of nominated officers who will ensure adherence to this Policy.

Version Number	Details of Change	Date
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2.0	Revision of Agile working Policy and update to separate policy and procedure.	February 2021
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PROCEDURES

1.0 Agile Working - Arrangements

- 1.1 Managers are required to ensure all employees undertake a DSE risk assessment of their working environment to ensure they are appropriately equipped to work in an agile manner.
- 1.2 Managers are required to discuss agile working arrangements with their employees, and be aware of any health, safety and welfare concerns related to agile working, and escalate them as appropriate.
- 1.3 Although employees working from a location other than the 'office' do not necessarily have to work normal office hours, it is essential to plan and agree a work programme with their manager, to ensure the rest of the team and clients are able to contact them. Line managers and employees must ensure outlook calendars are up to date to reflect the agreed work programme.
- 1.4 Managers are responsible for making appropriate arrangements for their employees to have regular meetings to support them during agile working.
- 1.5 The hours of work and any variation of normal working patterns should be agreed with the manager in advance, and noted appropriately so that working time and health and safety can be monitored.
- 1.6 According to Working Time Regulations, employees must take rest breaks during the working shift. The Regulations state that an employee working more than 6 hours a day is entitled to take a minimum 20-minute unpaid break (30 minutes for employees under 18). The Council allows for a 30 minute unpaid break. Employees should take these breaks if possible away from the workplace / work station. The break should be during the working shift, not at the beginning or end.
- 1.7 Employees must keep their managers regularly informed regarding their workload and issues that require support. Employees must ensure that they are accessible to the manager and other work colleagues during agreed working hours.

2.0 Data protection and compliance with UK GDPR

- 2.1 All Council paperwork should be securely locked away and be accessible only to the employee.
- 2.2 If working away from a Council building, any confidential waste is to be gathered up, securely stored, and securely transported to the office on the next scheduled visit. Once in the office it will be disposed of in the normal way.
- 2.3 When working in an agile manner, the employee is responsible for the security of equipment, software, files and any other information in their possession. It is particularly important to ensure that non-authorized individuals (in the home environment or while working off site) cannot gain access to confidential or personal information.
- 2.4 Consideration should be made when working remotely on laptops to ensure that the screen cannot be overseen by others and precautions taken to store and transport equipment safely and securely, and avoid laptops/storage devices being damaged, lost or stolen. All equipment, storage devices etc. must be encrypted.
- 2.5 Where possible, to ensure confidentiality, agile working employees should use appropriate head-sets when participating in online calls and meetings.

3.0 Communication and contact arrangements

- 3.1 Arrangements should be made for effective communication to be maintained between the employee, line manager and colleagues/team. To facilitate communications the use of ICT should be explored including mobiles phones, soft-phones (telephone calls delivered via software on a PC or laptop), and Microsoft Teams.
- 3.2 Employees and managers should maintain regular contact while working agilely. It is essential for regular team meetings and 1-2-1 meetings to be undertaken in order to develop and maintain relationships, promote collaboration and joint working. These meetings may take place face-to-face or electronically. Appropriate communication and support channels must also be

made available. Appraisals and Supervision must also continue if working agilely.

- 3.3 It is essential for employees to make time for impromptu and spontaneous calls to colleagues and use this time as a break away from work.
- 3.4 Employees must ensure that they do not give out their personal contact details e.g. telephone number, e-mail address to clients and service users for work purposes.
- 3.5 Any employee undertaking visits or attending meetings from a location other than a Council office must follow the same lone working guidance (available on the Council's Staffnet) that they would if leaving from the office.

4.0 Arrangements for office working

- 4.1 When an employee plans to work in the office e.g. for planned events or essential face-to-face meetings, or unplanned occasions (e.g. cover for absent team members, a surge in workload in the office, etc.), then the appropriate steps must be taken, as follows.
 - A desk must be booked via Microsoft Shifts within the allocated service area to ensure desk availability for the day that the employee plans to be in the office.
 - Employees should be considerate to other people using the office, e.g. returning general stationery items to the central stationary point after use.
 - When travelling to and from a work location employees must ensure that all Council information/data is kept secure and confidential and that they understand the Council's policies for Data Storage and HR & Data Protection. In particular, any portable storage device must be encrypted, laptops must not be left unattended, e.g. in a car, and where unavoidable, Council paperwork must be transported securely.
 - Employees using an adapted workstation as a hot desk must ensure that the equipment is returned to their original setting if they are changed.
 - Employees must keep a clear desk policy and ensure all areas used while in the office are cleared before leaving for the day.

- If an employee is working in the office, then the employee's Outlook calendar must be updated to reflect the change in location, even if this is for part of a day.

5.0 Network availability and computer systems

- 5.1 ICT Systems are available 24hours a day, seven days a week. ICT systems are supported between 08:00 and 17:00 Monday to Thursday, 08:00 and 16:30 on a Friday. Outside of these hours may be subject to minimal disruption (System backup and maintenance). Emergency support is available on a reasonable endeavours basis for critical support. ICT Service Desk portal is available 24/7 to log support calls.
- 5.2 Hours of working are subject to ICT system availability. Wherever possible employees will be advised in advance of system availability and disruption will be kept to a minimum. Employees will be informed when the system is unavailable due to planned maintenance, upgrades, at the end of the year, etc.
- 5.3 If there is disruption to the network connection to an employee's home, employees will be required to come into the office to work. If the system goes down or is otherwise unavailable and no other work option is feasible the employee will have the option to either attend the workplace or make the time up when the system is available at the discretion of their line manager.
- 5.4 All agile employees will be supplied with a laptop and associated equipment to enable an employee to work effectively. Employees are also able to claim reimbursement for the purchase of specific ICT equipment to support working away from the office subject to set criteria and a maximum value.
- 5.5 Computer equipment must not be used by anyone other than the employee(s) designated to do so and for Council business only.
- 5.6 Where employees have adapted equipment e.g. left hand orientation, this will be made available to assist agile working if applicable or on a hot desk if applicable.
- 5.7 Anyone using an adapted workstation as a hot desk in the office must ensure that either the equipment settings are not changed or are returned to their original setting if they are changed.

- 5.8 If an employee requires additional ICT equipment due to an occupational health assessment then the principles of the Occupational Health and Wellbeing Policy will apply.

6.0 Employee Agile Working Safely guidance

- 6.1 When working agilely, the employee will:
- Work in a location with good natural or artificial lighting and ventilation.
 - If possible, sit at a desk or table which is at the right height and use the laptop on a stable base.
 - Take regular breaks away from the computer and ensure that they are not sitting at the computer for long periods. Move around regularly throughout the day and have a stretch; by moving around there is a lot less stress on your muscles and joints
 - Sit properly with lower back support and ensure any other equipment needed is within reach.
 - Avoid awkward, static postures by regularly changing position
 - Avoid eye fatigue by changing focus or blinking from time to time. For every 20 minutes spent looking at a computer screen, spend 20 seconds looking at something else 20 feet away. This gives eye muscles a break and helps reduce eye strain.
- 6.2 Employees who wish to access further support to ensure safe agile working may wish to access the Corporate Health and Safety training pages on Staffnet or the Corporate E-Learning provided by the Learning and Development team.
- 6.3 Further support is available to support employee well-being from the Stress Counselling team or from Helping Hands volunteers.
- 6.4 Managers and employees must ensure that they undertake any relevant training provided.

7.0 Additional Employee Support

- 7.1 It is recognised that employees working agilely may require additional support, advice and guidance to maintain a healthy work life balance. A selection of such resource links is included below, but others can be accessed through Staffnet or the Council's external website:

[Swansea Staffnet - Buying ICT equipment to use at home](#)

[Swansea Staffnet - Employee Assistance Resources](#) (mainly relevant for Social Services)

[Swansea Staffnet - HR - Supporting employees affected by domestic abuse and sexual violence policy](#)

[Swansea Staffnet - Helping Hands](#)

7.2 Employees may wish to access online training available:

[Swansea Staffnet - e-Learning \(learning pool\)](#)

7.3 Employees may be eligible for tax relief to support additional expenses incurred from regularly working from home:

[Claim tax relief for your job expenses: Working from home - GOV.UK \(www.gov.uk\)](#)

7.4 Employees and managers should refer to Staffnet for further information.



Home Working Scheme Policy

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1. Policy Statement

- 1.1. The Home Working scheme is in place to assist in achieving a work-life balance as part of the City and County of Swansea’s [Flexible Working Policy](#).



- 1.2. As with other forms of flexible working there is no automatic right to Home Working.
- 1.3. The benefits of Home Working can include: -
 - employee retention,
 - increased productivity and
 - reduced costs of accommodation and other overheads.
- 1.4. Not all work is suited to this sort of scheme so availability will be based on the:
 - suitability of the employment and person to Home Working
 - demonstrable benefits and measurable outcomes for the service
 - the post involved,
 - the needs of the service, and
 - the proposed work place.
- 1.5. The needs of the service will always be the paramount consideration.
- 1.6. The success of the scheme will depend on trust, reasonableness and co-operation between managers and employees. Home Working is to be treated in exactly the same way as if the employee was working in the office.
- 1.7. Home workers will be treated no less favourably than any other member of staff, with regard to Council policies and procedures or terms and conditions.
- 1.8. When an employee begins Home Working they must give a commitment to continue the arrangement for at least one year (subject to a trial period). The employee will be notified of any initial set up costs. An employee who terminates the agreement early may be required to repay, pro-rata, the initial set up costs, if any, to the Council. Where the Council ends the arrangement early then no cost will be incurred by the employee.

2. Scope

- 2.1. This policy applies to all current and prospective employees other than those in Educational Establishments with delegated powers.

3. What is Home Working?

- 3.1. The HSE (Health and Safety Executive) defines “Home Workers” as those people employed to work at home for an employer.

- 3.2. To be defined as a Home Worker within the HSE a member of staff must be entered into a formal agreement to work predominantly from home. A member of staff is not a Home Worker if they work at home temporarily, e.g. taking a portable computer home with them.

Home Working is voluntary and a member of staff cannot be made to work from home.

- 3.3. Home Working is therefore the name given to the practice whereby employees formally undertake work from home or another suitable location, whether it is on an occasional or longer term basis. Employees may use a computer and telephone line to carry out part, or all, of their job.
- 3.4. Any approved scheme will be subject to a trial period of three months which may in some circumstances be extended.

4. Occasional “ad hoc” Home Working arrangements

- 4.1. The Council recognises that there may be occasions where it may be appropriate or necessary for employees to carry out certain types of work from their own home on an occasional or ad hoc basis. Computer work will be a frequent example of this.
- 4.2. Permission must be granted by the line manager after the employee confirms:
- their working conditions are safe
 - the data they are working on is safe and secure
 - any work provided equipment is PAT tested
 - bringing new electrical equipment into their home is not going to present a risk to anyone else in their home.
- 4.3. This confirmation should be recorded by the manager and signed by the employee.
- 4.4. Employees working from home should take personal responsibility for their own health and safety. If an employee feels that working at home is/may be affecting their health e.g. headaches, backache, then they must inform their manager who will then withdraw permission.
- 4.5. It is the employee’s responsibility to work safely and report any risks to their manager, including reporting any defects that arise in the equipment provided.
- 4.6. If this pattern becomes more regular or is likely to continue on a more formal basis then the provisions set out in the remainder of this policy must be adhered to.

5. Conditions for Home Working

- 5.1. Home Working may be suitable where:

- Budget provision is available / can be made available to fund any initial investment required.
 - The work content of the post is analysed as being suitable for Home Working
 - The employee and their circumstances are considered to be suitable for Home Working
 - The premises to be used for Home Working are deemed suitable for the work to be done following a health and safety risk assessment inspection
 - Where the employee requires sustained access to the Council's ICT applications (other than occasional access to email, for example), the employee has access to an adequate Broadband connection.
- 5.2. Under the Management of Health and Safety at Work Regulations 1999, employers are required to do a risk assessment of the work activities carried out by Home Workers. Completing a risk assessment involves identifying the hazards relating to the Home Worker's work activities and deciding whether enough steps have been taken to prevent harm to them or to anyone else who may be affected by their work. A risk is the chance, great or small, that someone will be harmed by a hazard. A hazard is anything that may cause harm.
- 5.3. Home workers themselves can aid this process by identifying potential hazards.
- 5.4. Home Working may be a reasonable adjustment offered to disabled employees subject to the circumstances of the individual and the requirements of the job.

6. Terms and Conditions of the Home Worker

- 6.1. Normal terms and conditions will apply to all Home Workers unless otherwise specified below.
- 6.2. All direct costs of the scheme, where justified, will be met by the Council. The Council's existing Liability Insurance Policies provide adequate cover for public and employer liability.
- 6.3. The Home Worker's place of work will be dual-centred (e.g. the Guildhall/Civic Centre and the individual's home). Travel expenses will not be paid between the two.
- 6.4. Normally no premium payments will be made for work performed outside standard working hours or normal office hours.
- 6.5. Any overtime involving premium payments must be agreed beforehand.
- 6.6. Employees should be aware that if a room in a house is used solely for business or if a Home Worker claims for business expenses relating to domestic premises there may be a liability for capital gains tax.

- 6.7. Home Workers will also need to check their mortgage agreements or house deeds for restrictive covenants. If they are renting they should seek their landlord's permission.
- 6.8. The Council strongly recommends employees seek professional advice.
- 6.9. The Home Worker will ensure that the requirements of the Council's [Data Protection Policy](#) are met and that the [Information Management and Security Guidelines](#) are observed. At the place of residence or in transit, the protection of Council information will be the responsibility of the Home Worker.

7. Health and Safety

- 7.1. Managers are legally responsible for ensuring, as far is reasonably practicable, the health, safety and well being of any Home Worker and others who may be affected by their work (e.g. children in the home).
- 7.2. If a dedicated place of work is needed at the home (e.g. spare bedroom, corner of the lounge) in order to carry out professional responsibilities, this area must be treated as a place of work during working hours, and a subject of a formal risk assessment.
- 7.3. Where resources are available a competent DSE assessor can visit the Home Worker's residence to carry out an initial DSE assessment. Following the initial assessment, a self-assessment approach can be adopted for subsequent DSE assessments. The self assessment questionnaire can be completed by the Home Worker and discussed with Line Management. Only if problems are identified at this stage do DSE assessors visit the Home Worker's residence
- 7.4. Assessing the risks in each Home Worker's house can present problems for management due to insufficient time and resources to complete such a task. For Business Services working with computers it is reasonable to ask a competent Home Worker to carry out a DSE self assessment and discuss the results with their Manager. Only if problems are identified at this stage do DSE assessors visit the Home Worker's residence
- 7.5. A clear demarcation between the health and safety responsibilities of the employer and the Home Worker should be understood at the outset. The employer is responsible for the maintenance of any electrical equipment supplied but not the electrical system of the Home Worker's residence.
- 7.6. The following should be carried out as regularly for Home Workers as for office based staff.
 - Risk Assessments
 - DSE Assessments
 - Portable electrical appliance Inspection and Testing

- 7.7. Consideration of the health and safety aspects of Home Working has been confined to thinking about hard issues, such as electrical safety, fire safety, ventilation, manual handling, lighting, workstation set-up and poor posture, display screen equipment, and whether there are any lone working implications. These issues can usually be resolved through a home site inspection, risk assessment by a Manager, DSE Work Station self assessment by the employee. Further advice and guidance can be obtained from the Corporate Health and Safety team as necessary.

Other considerations in the risk assessment process can include pets, vulnerable people and children.

Home Workers must notify their Manager if they or a member of their household becomes pregnant. A pregnancy risk assessment should be completed by the employee and given to and assessed by the Line Manager, which considers the pregnancy period. The process should be repeated when the child is born, and again at quarterly inspections to take account of the child's development.

Where relevant, these provisions will equally apply in the case of an adoption.

Whilst they are working, it would also be expected that the Home Worker give details of the following:

- childcare arrangements (for children under the age of 16)
- vulnerable adults also residing at the property.

- 7.8. Particular consideration should be given to a Home Worker's health and wellbeing. Stress and isolation are acknowledged and the risk assessment should identify effective measures to reduce the effect of these.
- 7.9. Health and safety information must be given to the Home Worker through a training session on DSE usage, including advice on resting eyes, lighting levels and direction, and VDU positioning. The Home Worker should also be shown how to use the equipment in the first aid box (if provided).
- 7.10. The training for Home Workers should address the importance of posture and taking breaks away from the screen. It should also include details of exercises to aid comfort, the effect of glare and where lighting should be directed.
- 7.11. Any incident affecting Home Workers needs to be communicated to and recorded by the employer. This includes accidents and any 'near miss' occurrences. Home workers must be instructed to follow the corporate accident reporting procedures.

8. Manager responsibilities

8.1. Where an employee is a Home Worker, Managers must

- Ensure the specific hours and measurable outcomes are agreed before the arrangement starts. This is in order to ensure that employees complete the task in hand and do not exceed the [Working Time Regulations](#).
- Ensure any necessary training is undertaken.
- Maintain regular communication with employees, establishing a regular pattern of telephone / e-mail communication to keep in touch.
- Always acknowledge the receipt of any communication from a Home Worker and remember to give feedback on work and praise where due.
- Measure and monitor the work output of the employee.
- Involve the Home Workers in any consultation / discussion about work procedures that goes on in the office.
- Ensure that there is an "open line" of communication to everyone in the team.
- Actively promote a sense of belonging to the team and to the section.
- Provide a regular opportunity for communication which is not solely work-related e.g. participation in social gatherings or outings or telephone conversations which have an element of social chat.
- Ensure that all the usual procedures for appraisal and development are adhered to. One to one sessions must be carried out with the Home Workers and they must feel that they have as much opportunity for development within the organisation as other staff.
- Ensure Home Working employees are afforded the same opportunities for career development as other employees.

9. Employees responsibilities

9.1. Employees must:

- Treat Home Working as though they are in the office
- remain contactable at all times during normal working hours
- be able to attend the normal workplace at short notice
- not let their personal circumstances / home environment interrupt work
- attend the workplace for staff briefings, training etc.

9.2. In order to be considered suitable for Home Working, employees must demonstrate the following characteristics:

- Self motivation
- Self discipline

- Ability to work without close supervision
- Time-management skills
- Flexibility, resilience and self-reliance
- Communication skills – in particular when using email or phone
- Ability to manage the challenge of isolation
- Ability to research and solve problems or work related issues independently.

10. Application for Home Working

- 10.1. While it can seem a very attractive option it is important to consider the implications of this type of working very carefully before making an application.
- 10.2. Before making an application, employees must ensure that they fully understand the scheme and have read the [health and safety guidelines](#) and [Home Working agreement](#).
- 10.3. Applications need to be made in line with the principles stated in the [Flexible Working Policy](#). However, as further information and consideration needs to be submitted to a Home Working application than is required for other forms of application, employees are required to submit the [form](#) attached to this policy.
- 10.4. Applications should be made to the employee's Line Manager. Final approval needs to be sought from the relevant Head of Service in consultation with Human Resources if appropriate.

11. Considering a request for Home / Teleworking

- 11.1. The Line Manager should assess the following:
- The suitability of the post for Home Working
 - The suitability of the individual employee
 - The suitability of the proposed workplace.

The following factors should be taken into account when considering a request for Home Working:

- Will all the necessary ICT systems be accessible from home?
- Is direct contact with clients / customers a requirement of the post?
- Is direct contact with other employees a requirement of the post?
- Does the post include the supervision of other employees?
- Do adequate monitoring arrangements exist?
- What is the impact on other employees?
- Mentoring
- The impact on the service delivery to clients and overall costs/benefits

- Overall assessment of suitability of the post
- How will the work be delivered to the home?

The suitability of the individual employee:

- Quality of work and training requirements
- Output of work
- Disciplinary Issues
- Reliability
- General Suitability
- Ability to make choices and take control
- Ability to work alone
- Ability to cope with new ways of working

The suitability of the proposed workplace:

- Is the proposed workplace suitable for Home Working?
- Does the proposed workplace meet Health and Safety requirements?

11.2. Once the full assessment has been completed the Manager will decide whether to recommend the employee for Home Working to the Head of Service and will give full reasons for this decision.

11.3. The forms relating to assessment of suitability should be completed by the Manager and full records kept of the reasons for any decisions.

11.4. The selection of a Home Worker is an important management function and should not be treated lightly.

12. Application refused

12.1. If an employee wishes to appeal the outcome of their request they have the right to appeal. Any appeal must be made in writing within 14 days of being notified of the decision. The appeal must state the grounds on which the employee wishes to appeal and should be sent to Human Resources.

12.2. The employee's appeal will be considered by the Head of Service and a decision will be conveyed to the employee by Human Resources within 14 days of the appeal being received. If the employee is a Third Tier Manager, the appeal will be heard by the relevant Director or independent Head of Service.

12.3. If the appeal is successful, the employee and the Manager will need to consider what arrangements need to be in place for when the working pattern is changed.

13. Application agreed

- 13.1. If the application for Home Working is accepted, the employee should be informed of the outcome in writing by Human Resources detailing the next stages of the process.

14. Setting up of the Home Worker

- 14.1. The setting up of Home Workers can be a long process; this information should provide a step by step guide to the process.
- 14.2. Any necessary changes required to the accommodation identified during the initial risk assessment, for example installing a smoke alarm, should be agreed with the employee before set up commences.
- 14.3. Managers must:
- Check that the issues have been resolved or that action has been agreed that will resolve these before Home Working commences.
 - Identify and order any ICT equipment, telephone handsets and communication links that are required. This should be carried out in conjunction with the ICT section and the orders placed in the normal way.
 - Identify and order furniture and any other equipment. This may include a desk, chair, lamp if needed, fire extinguisher and first aid kit. Consideration should be given in the first instance to utilising the employee's existing furniture. Other equipment may also be required depending on the nature of the work including reference books where appropriate.
 - Set up a system for managing the Home Worker's time as the flexi clocking system will not be available while they are at home. For Home Workers who are still spending a substantial amount of time in the office, adjustments to the flexi system may be appropriate. For full time Home Workers an excel flexi trust sheet will be more appropriate.
 - Agree monitoring arrangements and targets with the employee.
 - Ensure that the employee has been told that they should inform utility providers, insurance companies and mortgage providers of their intention to work at home. It is unlikely that it will have any impact upon costs provided the full information is disclosed and it is made clear that no customers will be visiting the home.
- 14.4. There may be some delay while the equipment is supplied and the broadband link is arranged.

15. When ready to commence Home Working

- 15.1. Before Home Working commences, Managers should arrange a meeting with the employee. During this meeting, Managers should:

- Discuss the Home Working Agreement in detail with the employee to ensure that they understand it. The agreement should then be signed.
- Arrange hours of work - although the scheme is intended to allow flexibility in working hours, a normal working pattern will usually need to be agreed but is also subject to ICT availability. For example, a person may wish to work early mornings and late afternoons in order to fit in with caring responsibilities. If this is agreed it would form the normal working pattern and any variation in this should be agreed with the Manager in advance.
- Agree contact arrangements. It is considered good practice for the employee to email their Manager when they start and finish work and for the Manager to respond.
- Discuss any requirements for attendance at the office for team meetings and training or to cover peaks in workload.
- Advise the employee of any procedures that are different for Home Workers.
- Advise the Home Worker about [Health and Safety guidance](#) on the intranet site.
- Carry out the Full [Health and Safety Risk Assessment](#). A DSE Assessment should also be carried out, where appropriate.
- Make a diary note to carry out the necessary review before the end of the trial period.

16. Monitoring system

16.1. Employees should:

- Record calls coming in and review and assess work done.
- Work should be documented and sent to the Line Manager.

16.2. The situation will be reviewed (on an individual basis) when:

- New applications are received by the Head of Service.
- An existing Home Worker moves house.
- An existing Home Worker is promoted/ transferred.
- If none of the above applies, then the review will be on an annual basis.

16.3. The way that performance is monitored will be different for Home Working employees. There will be a change of focus towards monitoring of outputs, i.e. the quantity and quality of work.

16.4. There will be less focus on controlling methods of work and employee's time, however the employee will still be required to work for a set number of hours and to complete flexi trust sheets.

16.5. Changing to managing outputs may require some consideration and alteration in working practice. This should be considered and discussed with the employee before Home Working is agreed.

- 16.6. Managers will need to set clear, realistic and fair performance targets which the employee fully understands. The Manager should then monitor compliance with these targets.
- 16.7. For some types of work monitoring information may be available in the form of system reports, however for other posts individual tasks may need to be set and timescales monitored. Alternatively, some form of task / time recording procedure may be necessary.
- 16.8. As when monitoring the performance of any member of staff, a reasonable approach should be taken and the reasons for any variation in productivity should be taken into account.

17. Applying for another post

- 17.1. If a Home Worker is promoted/[redeployed](#)/[seconded](#) to another post that is deemed to be suitable for the same Home Working arrangement, then the conditions identified in section 5 should be reassessed.
- 17.2. It is the responsibility of the Home Worker to ascertain the suitability of the new post for Home Working before applying for the post.

18. New employees

- 18.1. New employees will normally be required to work in the office for an initial training and assessment period before commencing Home Working. It will be unusual for a Home Working request to be considered during a probation period and will only be granted in exceptional circumstances.

19. Training

- 19.1. Training is likely to be a crucial element of successful Home Working. The method of training used should be chosen to reflect the needs of the individual. Training might include computer packages, videos, distance learning. In addition to job specific training, general training in time management, priority setting, office systems etc. may be useful.

20. Sickness absence

- 20.1. Sickness absence should be reported in the normal way with paid sick leave only applying to the normal working week. Only whole or half days should be recorded as [sickness absence](#).

21. Policy monitoring

- 21.1. The Council will monitor the application of this policy and has discretion to review it at any time through the appropriate consultation mechanisms.

- 21.2. Responsibility for the implementation, monitoring and development of this policy lies with the Head of Human Resources. Day to day operation of the policy is the responsibility of nominated officers who will ensure that this policy is adhered to.

Version Number	Details of Change	Date
1.0	Introduction of Single Status	1 st April 2014





Flexible Working Policy

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1. Policy Statement

- 1.1. The City and County of Swansea is a major provider of services and employs a diverse range of individuals, with different skills, knowledge and experience. The Council values its employees and the contribution they make in enabling it to meet its many goals.
- 1.2. The Council recognises that in order to motivate and retain this diversity we should offer flexibility in employment that assists individuals in meeting their various domestic commitments, and gives them a greater choice over where, when and how they work.



- 1.3. Employees are able to make requests to work flexibly and the Authority is committed to giving requests serious consideration.
- 1.4. Employees must be aware that legally they only have a right to request to work flexibly. There is no obligation on the Council to allow flexible working. When a request is agreed, the new working arrangement will be permanent unless there are exceptional circumstances e.g. where there is a temporary need to reduce hours to fulfil caring responsibilities.
- 1.5. The Council must consider all requests for flexible working. Each application will be considered on its own merits.
- 1.6. It is a mandatory requirement that the principles of this policy and its procedure are followed through to the letter. Failure to comply with the timescales can render the Council liable to an award in the Employment Tribunal.
- 1.7. All time periods can be extended where both the manager and the employee agree. Any extensions must be recorded in writing.
- 1.8. The Council is committed to ensuring the fair and reasonable treatment of all these employees in line with its [Equality Policy Statement](#) and employment legislation.
- 1.9. All employees, regardless of the number of hours they work, will be given the same consideration for training as full time employees.
- 1.10. Where such training may require attendance outside their normal hours of work, the compensation given will be no less favourable than a full-time employee would receive.

2. Scope

- 2.1. This policy applies to all employees except those employed in Educational establishments with delegated powers.

3. What is a flexible working arrangement?

- 3.1. The Council's package of flexible working arrangements includes:
 - [Voluntary Reduction of Hours](#)
 - [Part-time working](#)
 - [Job Sharing](#)
 - [Annualised Hours](#)
 - [Compressed Hours](#)
 - [Term time working](#)
 - [Home Working](#)

- 3.2. This list is not exhaustive and other patterns of flexible working may be considered.
- 3.3. Flexible arrangements should comply with the law on [working time](#).

4. Voluntary Reduction in hours

- 4.1. Voluntary Reduction of Hours is an arrangement agreed between the manager and the individual that enables an employee to reduce his/her working time by an agreed amount of time, with the option to return to full-time working after a mutually agreed set time.
- 4.2. As with all requests, agreement for a voluntary reduction of hours will be subject to the needs of the service.
- 4.3. Voluntary Reduction can take the form of shorter working days, or a shorter working week. Terms and conditions of employment will be no different from full-time employees, but obviously certain conditions e.g. pay, holidays and sickness entitlements will be calculated on a pro-rata basis.
- 4.4. Employees should be aware that reducing their hours of work will affect their pension entitlements. Employees may, therefore, wish to seek advice before making any decision.

5. Part time working

- 5.1. Part-time work is fixed hours which are less than 37 hours or less than 27.5 hours for centrally employed teachers.
- 5.2. Terms and conditions of employment for part-time employees are no different from full-time employees, but obviously certain conditions e.g. pay, holidays and sickness entitlements will be calculated on a pro-rata basis.
- 5.3. Not all part-time work has set working times, in some cases particular employment connected with the provision of 'personal care' services is, of necessity spread over all or a large part of, 24 hours and 7 days a week.
- 5.4. When considering a request to work part time, consideration must be given as to whether recruitment is necessary or may be difficult for the remaining hours of the working week.

6. Job sharing

- 6.1. Job Sharing is a formal arrangement where two or more employees share all the duties of a full-time post with the full-time salary and accompanying benefits of the post being divided proportionately between the sharers.

- 6.2. As a part time employee entitlement to annual leave and bank holidays will be pro-rata the full time equivalent. Your annual leave entitlement will be agreed with and authorised by your Line Manager, and where necessary, will be converted into hours and minutes by you Line Manager.

Recruitment to a vacant post

- 6.3. When a post is suitable for job sharing the objective will be to select the best candidate(s) for the job on merit. The overall suitability of two sharers would be compared with that of any prospective full-time candidate.
- 6.4. Shortlisting will be carried out on the merits of the candidates, without regard to whether they are prospective sharers or full-time post holders. However, to enable a whole post to be shared it is implicit that there be at least two prospective sharers among the shortlisted candidates. Where only one prospective sharer is shortlisted, the recruiting service / section will seek advice from their Human Resources Officer on the possibility of alternative arrangements.

Applications

- 6.5. Any application for a job share will be considered by following the procedure set out in [section 15](#) and each case will be dealt with on its merits.

Joint application

- 6.6. If two existing employees wish to share one of their posts, they should make a joint application if they are currently
- on the same grade, and
 - In posts which are substantially the same.
- 6.7. Where a joint application is made and is agreed that the post is suitable for job sharing the employees will be permitted to share the post under the terms of the scheme. Advertising of the post will not be required.

Single application

- 6.8. Where only one employee applies for a job share and the application is agreed, the remainder of the post will be advertised in the normal way in line with the Council's Recruitment and Selection Procedure.
- 6.9. If a suitable job share partner is not found, the manager may decline to allow the application.

- 6.10. If the decision is not to agree the job share then the Authority will consider any other suitable arrangements, but if none are available the existing arrangements will continue.

Employee responsibilities

- 6.11. Where 'handover' periods are necessary to the job-sharing role, employees must communicate effectively and efficiently together.

Cover arrangements

- 6.12. During short periods of absence e.g. short term sickness or annual leave, in certain circumstances the remaining job sharer may be required to increase their hours of work or undertake additional work.
- 6.13. Managers have the right to reasonably redistribute the duties so as to facilitate essential work being undertaken.
- 6.14. During long periods of absence, e.g. long term sickness, maternity leave, the remaining job sharer would be asked to consider extending their working hours to cover for their partner's absence. If this is not possible the managers may arrange additional cover, subject to the usual procedures by:
- Recruiting a [temporary employee](#);
 - Paying an [honorarium](#), for higher graded jobs;
 - Temporary rearrangement of duties within the Section.
- 6.15. Managers must refer to the [Recruitment and Selection Policy](#) in these circumstances as a [Vacancy Monitoring form](#) will be required to cover the post

Arrangements to apply when one sharer leaves

- 6.16. When an employee leaves a shared post, the employing service / section will follow the normal procedure for reviewing the vacancy. This will mean that the post will be offered to those on the redeployment list in the first instance.
- 6.17. If no-one on the redeployment expresses an interest in the post and before advertising the post, the remaining job sharer will be given the option of working full time.
- 6.18. Whilst the post remains vacant the manager will have the right to reasonably redistribute the duties to ensure that essential work can be done.
- 6.19. If it is decided to fill the remaining portion of the post, it will be advertised in the normal way. If no suitable applicant is found to share the post, the manager may determine that the post should be filled by a single occupant.

- 6.20. The existing job sharer will cover for the vacancy and will be given the option of transferring to full-time employment in that post. If this offer is declined every endeavour will be made to place him/her in an alternative job share or part time post.
- 6.21. Where no suitable post can be found and all other options have been exhausted the sharer's employment in that post will come to end. The employee will be subject to the principles outlined in the [Redundancy](#) and [Redeployment Policy](#).
- 6.22. This condition will be an explicit term of the job sharer's contract and on acceptance of a job share post the job sharers will be asked to acknowledge and accept this term.

7. Annualised hours

- 7.1. Annualised hours are a method of organising an employees working time over the course of one year. This type of working should be regarded as an optional alternative to fixed weekly hours.
- 7.2. They are particularly useful if service demands are seasonal and there are fluctuating capacity needs.
- 7.3. An example where the Authority currently has employees on Annual Hours Contracts can be found in Parks Maintenance; it can also be applied in a seasonal work situation, where there is a need for residual work in the down period.
- 7.4. The principal advantage of annualised hours in Local Government ensures that venues which are open to the public on weekends, Bank Holidays and evenings, maximise the use of facilities and meet demands by the customer.
- 7.5. Annualised Hours can be worked by full time and part time staff, normal rosters and rotas should be maintained at venues, and the annualised hours, operated within these rotas.
- 7.6. Payment is made on the basis of an annual salary or wage (pro-rata if part-time) payable in 12 equal instalments.
- 7.7. The annualised hours system shall operate from the 1 January each year, up to and including 31 December. A normal working day will be determined by the nature of the service.
- 7.8. No carry over of hours is allowed on this scheme. Any hours in excess of 15 which are recorded as a debit, shall result in a deduction from salary, excessive debit hours will also result in disciplinary action being taken.
- 7.9. Staff must record the hours worked on a [Time Recording Sheet](#).

- 7.10. Managers must use these sheets to monitor and manage the annualised hours staff work.
- 7.11. Each accounting period will last one calendar month. At the end of this period this sheet must be returned to Employee Services.
- 7.12. Staff operating this Annualised Hours System will, throughout the year, work different numbers of hours each month, therefore, it is important to remember that the annual salary, which is paid calendar monthly on 25th day of each month, will be paid in twelve equal payments and, will not alter as a consequence of a member of staff varying monthly working hours.
- 7.13. If an employee leaves mid way in the year and is owing the Authority hours, this will be deducted from their final salary, likewise any hours owed to an employee will be paid.
- 7.14. Like all flexible system of work, the operation of annualised hours relies on trust.
- 7.15. Should any member of staff wilfully and deliberately falsify the time recorded or fail to work their required annualised hours, then this would be treated as gross misconduct and dealt with in accordance with the Council's disciplinary policy.

8. Compressed hours working arrangement

- 8.1. "Compressed hours" is a working arrangement in which an employee undertakes the hours for a post in a compressed period. Examples include working full time hours over 4 days.
- 8.2. In issuing a compressed hours contract, it is advisable to incorporate the following:
- the allocation of working hours and the pattern in which they are worked;
 - any existing terms and conditions which will continue however certain administrative procedures will need to be amended to reflect the changes i.e. holidays being calculated in hours instead of days.
 - that a compressed hours worker should have the same access to training and development as a full time worker;
 - that a compressed hours worker is entitled to the full car allowance scheme. This cannot be paid on a pro rata basis;
 - that where a compressed hours worker undertakes additional hours overtime rates, if applicable to the job, will not apply until the hours of work exceed the standard working week for a full time employee; and
 - a working day that meets the requirements of the [Working Time Regulations](#) e.g. the length of day and rest breaks.

Requests should be made using the procedure outlined in [section 14](#).

9. Term Time Working Arrangements

- 9.1. Term time working arrangements are contracts of less than 52 weeks duration. Typically employees will work between 39 - 41 weeks.
- 9.2. These arrangements are commonly found in Educational departments to ensure severe term time fluctuations in workload are met without the need to cover the more quiet periods.
- 9.3. Term time working allows the Council to tap into a pool of talent which might not be readily available to it such as parents of young children.
- 9.4. There may be some circumstances where term time working would be appropriate outside of the Education Department.
- 9.5. The annual salary for such posts will be pro-rata for hours and weeks worked, but will include an element for annual leave, bank and extra statutory holidays.
- 9.6. The salary will be annualised and paid in 12 monthly instalments.
- 9.7. All other conditions of service will remain the same.
- 9.8. Annual leave is not allowed to be taken during term time unless there are exceptional circumstances in which special dispensation is needed for example, child is ill etc.

10. Benefits of flexible working

- 10.1. Promoting flexible working makes good business sense and brings the following improvements:
 - Ability to attract a higher level of skills
 - More job satisfaction and better staff morale.
 - Reduced levels of sickness absence.
 - Reduce turnover
 - Increased customer satisfaction and loyalty
 - Improved competitiveness
- 10.2. The main benefit for employees for working flexibly is that it
 - gives them the chance to fit other commitments and activities around work
 - make better use of their free time.
 - Is particularly helpful for employees who have young or disabled children or who care for an adult.

- Allows employees to work flexibly in order to encourage a better work/life balance can lead to improvements in health and well-being.

11. How many flexible working requests can an employee make?

- 11.1. Under the Employment Rights Act 1996 employees have the right to request one application in a 12 month period. This applies even if the second request in this period is for a different caring responsibility. However in certain circumstances the Authority will consider any reasonable requests.
- 11.2. For example, an employee wishing to make a request to care for an adult would still have to wait a year even if their previous request had been to enable them to care for a child.
- 11.3. Each year runs from the date the first application was made.

12. Review of flexible working arrangements

- 12.1. If necessary, arrangements may be reviewed annually so that the employee and line manager can discuss its suitability.

13. Responsibility of the Employee

- 13.1. Prior to making an application it is important that employees give careful consideration to:
- which working pattern will assist them
 - changes that may occur in the contract e.g. if an employee becomes part time their holidays will be pro-rata
 - any financial implications it might have on them in cases where the desired working pattern will involve a drop in salary.
- 13.2. Employees must attend any meetings that are arranged or their application may be dealt with in their absence or withdrawn.

14. The request

- 14.1. If an employee wishes to request to work flexibly, it is their responsibility to make a considered application in writing to their line manager. If the employee is a 3rd tier manager, the request should be made to the relevant Head of Service.
- 14.2. The request should identify:
- The reason for the request
 - the type of flexible working pattern applied for

- the proposed start date

15. Considering the application

- 15.1. Within 28 days of receiving the request, the line manager must arrange to meet with the employee.
- 15.2. This meeting will provide the line manager and the employee with the opportunity to explore the proposed work pattern in depth, and to discuss how best it might be accommodated.
- 15.3. It also provides an opportunity to consider other alternative working patterns should there be problems in accommodating the work pattern outlined in the employee's application.
- 15.4. The employee can, if they want, bring with them a trade union official or fellow worker.
- 15.5. The manager considering the request must
 - adhere to all the timescales set out in the procedure.
 - accept all applications in good faith and make a decision on whether or not to grant a request solely on business grounds.
 - not treat any employee detrimentally for exercising their right to make a request
- 15.6. The line manager must discuss the application with the relevant third tier manager in consultation with Human Resources. The final decision will be made by the departmental Head of Service.
- 15.7. A request should only be refused if there is an appropriate business ground to do so. These are listed under the under the Employment Rights Act 1996, s.80G(1)(b) and include:
 - The burden of additional costs
 - Detrimental effect on ability to meet customer demand
 - Inability to reorganise work among existing staff
 - Inability to recruit additional staff
 - Detrimental impact on quality
 - Detrimental impact on performance
 - Insufficiency of work during the periods the employee proposes to work
 - Planned structural changes
 - Any other grounds as stated by the Secretary of State.

16. Employee unable to attend meeting

- 16.1. If the employee is unable to attend the meeting, they should contact their Manager as soon as possible to explain their absence and rearrange it.
- 16.2. If the employee fails on two occasions to attend the rearranged meeting without a reasonable explanation their application can be treated as withdrawn.

17. New work pattern agreed

- 17.1. The employee must be written to within 14 days after the date of the meeting.
- 17.2. If an employee's flexible working request is accepted the letter sent to the employee must include details of:
 - their new working pattern
 - date on which it will start
 - ensuring that this notice is dated
 - stating that the arrangement means a permanent change to the employee's terms and conditions of employment (unless agreed on a temporary basis as outlined in paragraph 1.4)
- 17.3. It is the line manager's responsibility to ensure employees working hours are adjusted accordingly.

18. New work pattern cannot be agreed

- 18.1. The employee must be written to within 14 days after the date of the meeting.
- 18.2. If a manager decides a flexible working request for an employee cannot be accommodated, the letter must:
 - state which of the listed business ground(s) apply
 - provide an explanation as to why the particular business reasons apply in the particular circumstances
 - set out the appeal procedure

19. Treating an application as withdrawn

- 19.1. There are three circumstances where an application can be treated as withdrawn:
 - The employee unreasonably refuses to provide the information needed to consider their application.

- The employee twice fails to attend a meeting to discuss a request (or a meeting to discuss an appeal) without reasonable cause.
- The employee decides to withdraw the application. This must be made in writing.

19.2. Any withdrawal should be confirmed in writing by Human Resources.

20. The employee's notice of appeal

20.1. If an employee wishes to appeal the outcome of their request they have the right to appeal. Any appeal must be made in writing within 14 days of being notified of the decision. The appeal must state the grounds on which the employee wishes to appeal and should be sent to Human Resources.

20.2. The employees appeal will be considered by the Head of Service and a decision will be conveyed to the employee by Human Resources within 14 days of the appeal being received. If the employee is a third tier manager, the appeal will be heard by the relevant Director or independent Head of Service.

20.3. If the appeal is successful the employee and the manager will need to consider what arrangements need to be in place for when the working pattern is changed.

21. Policy monitoring

21.1. The Council will monitor the application of this policy and has discretion to review it at any time through the appropriate consultation mechanisms.

21.2. Responsibility for the implementation, monitoring and development of this policy lies with the Head of Human Resources. Day to day operation of the policy is the responsibility of nominated officers who will ensure that this policy is adhered to.

Version Number	Details of Change	Date
2	Paragraph 6.16 amended to allow vacant job share positions to be offered to those on the redeployment list first rather than to the job share partner.	May 2016



Flexitime Scheme Policy

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1. Policy Statement

- 1.1. The aim of the Flexi Time Scheme is to encourage a greater work life balance for employees whilst maintaining adequate cover in service areas. Mutual trust, confidence and respect between employee, manager and employer are essential for the flexi time scheme to benefit all.
- 1.2. The ability for an employee to participate in the flexitime scheme is management discretion and not an employees' right. The flexitime scheme may not be practical in certain work areas. Each service may determine service related restrictions within the scheme in line with the needs of the business.
- 1.3. There are posts/job roles that are not designated as appropriate for participation.



- 1.4. Both employees and managers must recognise that the flexi scheme is not about working less but working differently.
- 1.5. The Flexi Time Scheme gives employees the ability to manage the distribution of hours that are worked. Flexibility is allowed within the guidelines throughout the working day to allow employee's to determine arrival and departure times to accommodate other commitments as required. **However work should be completed as necessary**, therefore managers may specify reasonable restrictions as appropriate.
- 1.6. In circumstances where employees accrue additional working hours over and above their contracted hours, they may be allowed to take compensatory flexi leave in accordance with the provisions in this policy.

2. Scope

- 2.1. This policy applies to all employees who work in main administrative buildings such as the Civic Centre, Guildhall etc or where deemed appropriate. This policy does not apply to those employees based in Educational establishments with delegated powers.

3. What is the standard working week?

- 3.1. The standard working week is 37 hours 00 minutes Monday to Friday.
 - One day is made up of 7 hours 24 minutes and
 - One half day is 3 hours 42 minutes.
- 3.2. The working day is made up of 'core' time periods and 'flexi' time periods.
- 3.3. Core time periods are between:
 - 10am – 12pm and
 - 2pm – 3pm.
 - 3.3.1. Employees **must** be at work during core time periods, apart from periods of leave, previously agreed core time absence and sickness. Absences during core time are not allowed without the agreement of the Line Manager.
- 3.4. Flexi time periods are between:
 - 7.30am – 10am,
 - 12pm – 2pm (Lunch must be taken during this period for a minimum of 30 minutes)
 - 3pm – 6.30pm

- 3.5. The above times apply to all days of the standard working week i.e. Monday to Friday.
- 3.6. The scheme allows employees some choice in the times when they start and finish. This is demonstrated below:

7.30 am		Start band	Employees must start work between these times
10.00 am		Core time	Employees must be at work between these times. Unless agreed otherwise.
12 noon		Lunch Period	Employees must take a break for lunch of at least 30 minutes. You may take up to two hours Employees on the electronic scheme will be expected to key out for lunch and key back in when they recommence work. If this is not done 30 mins. will be deducted automatically.
2.00 pm		Core time	Employees must be at work between these times. Unless agreed otherwise.
3.00 pm		Finish band	Employees will only be credited for work between these times
6.30 pm			

- 3.7. Some employees may not have a choice in their start time or finish time as Services will have operational needs. A manager may require an employee to work at specified times on any standard working day, if the workload in the section/ service so requires.
- 3.8. The normal opening hours for the main Civic and administrative buildings are 8.30am – 5pm (Monday – Thursday) and 8.30am – 4.30pm on Fridays. In applying this Policy, Managers must ensure that offices and telephones are adequately covered during these times. Opening times of other buildings may vary depending on service needs and employees are required to comply with such local arrangements.
- 3.9. Managers should ensure employees have appropriate breaks. Even if a lunch is not taken 30 minutes will be deducted automatically. The 30 minute lunch cannot be reclaimed. Where there is a legitimate reason for an individual to work over the lunch period i.e. 12 - 2pm, consideration should be given by the manager as to whether the lunch period may be taken at a later time e.g. 2 - 2.30pm. This should be the exception rather than the 'norm'.
- 3.10. It is the manager's decision as to whether or not an employee is allowed to vary start or finish time. It is not the employee's right to vary

their start or finish times under the flexitime scheme and the right can be withdrawn to ensure the needs of the service are met. Permission must be sought in all circumstances.

- 3.11. If an employee needs to regularly start or finish work earlier than the normal working hours they are prescribed then consideration should be given as to whether the employee should make a request to vary their hours permanently under other flexible working arrangements e.g. part time working.

4. Maximum/Minimum Hours to be Worked in a Week

- 4.1. It is expected that employees will ensure they work their contracted hours.
- 4.2. Managers and employees have a joint responsibility for adherence to the [Working Time](#) Directive in ensuring that no more than 48 hours a week are worked in any given 17 weeks reference period.
- 4.3. Employees must ensure that the hours they work:
- Meet service provision; including cover arrangements
 - Enable personal work objectives and targets to be met
 - Fulfil their contractual obligation

5. Duties Outside the Office

- 5.1. Where attendance on official duties, away from the office e.g. a conference/ seminar, necessitates the commencement and termination of work at times outside the bandwidth, i.e. 07.30 to 18.30 hours, credit will only be given for the hours in attendance at work, up to a maximum of 10 hrs 30 mins (deduct half hour for lunch). Travelling time is included. There may, however, be individual circumstances where hours worked outside the bandwidth will justify compensation in line with the [Time off in Lieu Policy](#) and this will be dealt with by the line manager.
- 5.2. For the purpose of attending post entry training programmes, e.g. one day training for professional/further qualifications, or PDP training courses, that take place in the area of Swansea, only hours up to the standard day can be claimed i.e. up to 7 hours 24 minutes. Where the training takes place outside the Swansea area, credit will be given for the hours in attendance, up to a maximum of 10 hrs 30 mins. (i.e. 07.30 to 18.30).

6. Recording working time

- 6.1. All staff, regardless of their tenure or status, must record their time keeping. With regard to the flexi time scheme, staff based at Civic Centre, the Guildhall and some other Administrative Offices must record their time keeping by using the electronic card system. Staff should be aware that there will be a charge of £5.00 for replacement cards for reasons other than wear and tear.
- 6.2. Those staff who operate flexi time and are based outside of Civic Centre and the Guildhall and have no electronic card system, must record their flexi time on the manual sheets provided, which must be monitored and signed as being accurate by the respective Line Managers. Where there is an electronic record system in place, a copy of the employee's record should be sent to the manager to monitor.
- 6.3. It is important to note that, any member of staff who falsifies a time recording document or, abuses a time recording system, whether it be flexi time or, falsification of Manual time sheets, will be dealt with in accordance with the [Disciplinary Policy](#). Such falsification will be regarded as gross misconduct and, could lead to dismissal.
- 6.4. If an employee changes their working hours, it is the Managers responsibility to ensure that their scheme is adjusted.
- 6.5. Employees can view their time online.

7. Settlement period / carry over balances

- 7.1. The settlement period will be **4** weeks in length.
- 7.2. The total number of contracted hours that is normally worked in any one settlement period by a full time employee is **148**; this will be pro-rata for part time and job sharing employees.
- 7.3. The maximum number of hours that may be carried forward from one settlement period to the next are:
 - Full-time employees - 12 hours 00 minutes
 - Part-time employees - pro-rata of 12 hours dependent on number of hours worked.
- 7.4. Any hours accrued in excess of the above will be lost at the end of the settlement period.
- 7.5. Employees should not ordinarily be in debit position (i.e. minus hours).

- 7.6 The intention of this rule is to prevent employees being constantly in a debit situation which would reflect that they are not meeting their contractual hours.
- 7.7 However, the following are examples where employees could be allowed to be in a temporary debit position, i.e.
- a) Where an adjustment is to be made
 - b) In exceptional circumstances
- 7.8 Examples of exceptional circumstances are;
- a) Emergency dental/doctor's appointment
 - b) Dependent issue
 - c) Breakdown of car
 - d) Where an employee works less hours one week (for child care purposes for example) and more hours the next week, thereby putting the employee back into a credit situation
- 7.9 This list is not exhaustive.
- 7.10 The decision to allow an employee to be in debit must be made by the Line Manager. The maximum debit allowed would be 7 hours 24 minutes for full time staff and 3 hours 42 minutes for part time staff
- 7.11 It is the Manager's responsibility to monitor the hours that are worked.
- 7.12 HR will also monitor the Flexi Time system to ensure that there is no abuse of the system.
- 7.13 If a manager suspects any abuse or has any concerns with an employees working pattern, the manager must meet with the employee to discuss and take any further action if necessary.
- 7.14 In the event that an employee cannot work their hours back to get themselves in a credit position, serious consideration should be given to an adjustment of annual or unpaid leave to take the employee out of debit.

8. Compensatory Leave (Flexi-Leave)

- 8.1. The accumulation of credit hours in each 4-week period makes it possible for flexible leave to be taken in each accounting period.
- 8.2. It is not an automatic right to take flexi leave. Permission to take flexi leave is at the manager's discretion.
- 8.3. The maximum amount of flexi leave that may be taken in each settlement period is as follows:

- If you work 18.50 hours or less you can take half a day flexi in each settlement period
 - If you work more than 18.50 hours you can take a day flexi in each settlement period
- 8.4. In order to accumulate the necessary hours to take flexi leave, employees must be productive. It is not acceptable for an employee to accumulate time if they have no extra work to do or are not contributing anything of extra value to the Council.
- 8.5. Flexi leave should not be planned or booked more than a month in advance. Any leave an employee wishes to take should be booked as annual leave and then may be taken as flexi leave if sufficient time is accrued.
- 8.6. An employee must have accrued the required hours to take flexitime leave, the employee must receive authorisation from their Manager. It is not permissible for an employee to go into debit by taking flexi leave
- 8.7. Authority to allow flexi leave is at the manager's discretion. Managers will be responsible for authorising, ensuring recording takes place and reviewing additional hours worked. The line manager has the right to refuse a request for flexi leave based on the needs of the Service.
- 8.8. An employee who takes a flexi day and is later found not to have had the necessary hours; the absence will be treated as unauthorised and may be subject to [disciplinary action](#).
- 8.9. When a half-day flexi leave is taken, the hours worked in the remaining part of the day must include core time in either the morning or afternoon unless annual leave is booked for the remaining hours of work.

9. Breaks

- 9.1. Employee's leaving the building for [smoking](#), breaks or other personal reasons must clock out and the time will be deducted from working hours.

10. Authorised Absences / Adjustments

- 10.1. Employees are required to record their attendance and absences in accordance with the procedures laid down at any given time.
- 10.2. Any employee who infringes core time working or who works away from his/her administrative centre must complete a daily adjustment. This adjustment may be by card or electronically in the future. The card must record start/finish/lunch times as necessary. The adjustment card must be signed by the supervising officer and forwarded to

Human Resources by noon the following day, or as soon as is reasonably practicable.

- 10.3. Officers are individually responsible for the accurate recording of their working hours and under no circumstances whatsoever should an officer record hours worked on behalf of another officer. Any breach of this will be dealt with under the Council's [disciplinary policy](#).

11. Abuse

- 11.1. It is an offence for an employee to 'clock in' or 'out' for another employee or to ask another person to do so. Any employee suspected of abusing or in breach of the flexitime scheme in any way will be subject to the [Disciplinary Policy](#).

12. Balance on Termination of Employment

- 12.1. When an employee leaves the Council, they should reduce any credited hours to zero prior the effective date of termination of their employment. Any remaining time will be lost.
- 12.2. In participating in the Flexi scheme the employee agrees that any hours in debit at the effective date of termination will be deducted from their final salary.

13. Policy monitoring

- 13.1. The Council will monitor the application of this policy and has discretion to review it at any time through the appropriate consultation mechanisms.
- 13.2. Responsibility for the implementation, monitoring and development of this policy lies with the Head of Human Resources. Day to day operation of the policy is the responsibility of nominated officers who will ensure that this policy is adhered to.

Version Number	Details of Change	Date
4.0	Change to Paragraph 6.1 – charge for replacement card	July 2017



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

Which service area and directorate are you from?

Service Area: Corporate Services

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:

The Council’s Post Pandemic Working Model seeks to endorse a set of principles that will underpin the Council’s post-pandemic working model, which takes account of operational requirements, customer expectations and workforce needs. The principles can help to keep important factors (e.g. customer access, workforce needs) front and centre, ensure consistency and fairness across the organisation and communicate to employees and customers the basis on which different service models are designed. Each service will need to undertake its own IIA on how this model is applied and support the creation of its own operational requirements. Customer services standards will be developed to support this model and a separate IIA process undertaken on these in due course.

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 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 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 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 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 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 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 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 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 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 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 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 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 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 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 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 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 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 type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Human Rights	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" 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

Consultation and engagement has taken place with key groups including CMT, Leadership, elected members and trade unions. Further engagement will take place by each service when developing both their operational requirements and customer standards, including internal and external where appropriate.

Q4 Have you considered the Well-being of Future Generations Act (Wales) 2015 in the development of this initiative:

- a) Overall does the initiative support our Corporate Plan’s Well-being Objectives when considered together?
 Yes No
- b) Does the initiative consider maximising contribution to each of the seven national well-being goals?
 Yes No
- c) Does the initiative apply each of the five ways of working?
 Yes No
- d) Does the initiative meet the needs of the present without compromising the ability of future generations to meet their own needs?
 Yes No

Q5 What is the potential risk of the initiative? (Consider the following impacts – equality, socio-economic, environmental, cultural, legal, financial, political, media, public perception etc...)

High risk

Medium risk

Low risk

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

Yes No **If yes, please provide details below**

The post pandemic working model will have an impact across all of the workforce and across all Directorates in shaping the offer to the public and setting expectations to the workforce in how services will be delivered. This impact is not yet known until the principles have been agreed and service areas start to consider both their operational requirements and customer standards.

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

Yes No **If yes, please provide details below**

It is currently unknown whether changes will be required as a result of the operational requirements and customer standards. Any change to the customer standards would require an amendment to the website.

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?

The cumulative impact surrounding the report proposal is considered low as the policies on which the principles are based are already in place. The principles provide a framework that will ensure the policies are adopted and implemented in a consistent and fair manner. However, the cumulative impact will change once the operational requirements and customer standards are identified by service areas. The impact could affect staff groups and service users and will need to be fully considered as part of the work to model those requirements and standards.

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 proposal identifies that there will be impact on a wide range of staff groups as a result of its approval, but the impact will not be known until each service area completes their operational requirement and customer standard model. This is an internal mechanism and each individual service will need to fully consider the impact of their specific model on key groups, the public in general and members of their workforce. As such, the outcome of the screening is that further investigation is required due to the impact not being clearly identifiable at this stage. Individual IIA's will be carried out by services to support this process. The guidance and support provided to service areas will ensure that the IIA process is duly completed and that Access to Services are engaged with the assessment process prior to submission to Directors for approval.

The customer services standards proposed in this report will require its own IIA process to support its development.

(NB: This summary paragraph should be used in the 'Integrated Assessment Implications' section of corporate report)

Full IIA to be completed

Do not complete IIA – please ensure you have provided the relevant information above to support this outcome

NB: Please email this completed form to the Access to Services Team for agreement before obtaining approval from your Head of Service. Head of Service approval is only required via email.

Screening completed by:
Name: Rachael Davies
Job title: Head of HR and Service Centre
Date: 16/09/2022
Approval by Head of Service:
Name: Rachael Davies
Position: Head of HR and Service Centre
Date: 16/09/2022

Agenda Item 16.



Report of the Cabinet Member for Economy, Finance & Strategy (Leader)

Cabinet – 20 October 2022

Swansea Bay City Deal – Life Sciences, Well-being and Sports Campuses Business Case

Purpose:	To seek Cabinet approval of the updated funding agreements and financial profile for the Swansea Bay City Deal Life Sciences, Well-being and Sports Campuses project.
Policy Framework:	Swansea Bay City Deal Implementation Plan.
Consultation:	Access to Services, Finance, Legal.
Recommendation(s):	It is recommended that Cabinet: 1) Approves the main principles of the amended funding agreements as set out in paragraphs 4.2 to 4.4 of this report between the Council and the Accountable Body and also the Council and Swansea University. 2) Delegate authority to the Chief Executive, Director of Finance and Chief Legal Officer/Monitoring Officer to finalise the terms of the funding agreements and to enter into the same on behalf of the Council.
Report Author:	Martin Nicholls
Finance Officer:	Ben Smith
Legal Officer:	Debbie Smith
Access to Services Officer:	Rhian Millar

1. Purpose

- 1.1 To seek Cabinet approval of the terms of the funding agreements and the financial profile for the Swansea Bay City Deal Life Sciences, Well-being and Sports Campuses project.

2. Background and Context

- 2.1 The Swansea Bay City Deal is a £1.3bn investment in nine major projects across the Swansea Bay City Region which is made up of Carmarthenshire, Neath Port Talbot, Pembrokeshire and Swansea. The City Deal is being funded, subject to the approval of project business cases, by the UK Government, the Welsh Government, the public sector and the private sector.
- 2.2 The Life Science, Wellbeing and Sports Campuses project is a phased project based on two sites at Singleton and Morriston.
- 2.3 The vision is to integrate life sciences, med tech, sport and well-being to transform services provided from the Morriston and Singleton sites, to drive economic growth and job creation, and to attract significant inward investment into the region.
- 2.4 The previous report to Cabinet on the 16th September 2021 set out the position at that time in relation to the approval of the business case and sought delegated authority to finalise the associated funding and financial agreements that would then be required to allow the money to flow between the Accountable Body to the Council and onto the recipient, Swansea University.

3. The Project

- 3.1 The project will link into the wider ecosystem of provision for the benefit of the local population, and for the development of regional and national excellence in sports and life sciences. As a result, the Morriston site will become the leading specialist tertiary services, clinical research and trials centre and the Singleton site will focus on the provision of sport and wellbeing - including prevention of ill-health and rehab provision.
- 3.2 The ambition is for the project to create 1,000 – 1,120 jobs, attract significant inward and private sector investment, and contribute an additional £150m - £153m to regional GVA.
- 3.3 The £15m City Deal investment will support the delivery of phase 1 of the project and specifically:
 - Establishment of ~700sqm ILS space at the Morriston Regional Hospital site, co-locating commercial and academic collaboration alongside clinical research and development, fostering technology development in areas of regional excellence.
 - Planning for new road access from the M4 directly to a 55-acre site already in NHS ownership adjacent to the north of the hospital, unlocking the site's investment potential;
 - Creating ~2,000sqm of dedicated research & innovation space within the Sketty Lane Sports Park, establishing an environment that supports the development, testing and

evaluation of medical, health, well-being, and sport technologies, as well as commercial collaborations.

- 3.4 Swansea University are the lead organisation for the project in partnership with a number of organisations including Swansea Council, Swansea Bay University Health Board, Hywel Dda University Health Board, ARCH Partnership (A Regional Collaboration for Health) and key private sector partners.

4. Current Position

- 4.1 Since the approval of the recommendations contained within the September 2021 Cabinet report the business case has been approved by both governments and discussion between the parties has taken place to complete the funding agreements. However, an issue has arisen in relation to the structure of the deliverables as part of a phased project where in the event of phase 2 not progressing there is a higher risk of grant clawback in the event that the failure to progress phase 2 results in the overall City Deal portfolio deliverables not being achieved.
- 4.2 After extensive discussion between the parties a solution has now been devised which involves the Accountable Body “holding back” a sum of £6m for phase 2 until all parties are satisfied sufficient progress has been made to satisfy the required “reasonable endeavours” in line with the City Deal funding conditions.
- 4.3 However to enable the project to proceed Swansea University still require the full City Deal funding of £15m to enable delivery of phase 1, with phase 2 being dependant on other funding sources including private sector investment. As such it is proposed that the Council would release the full amount of City Deal funding in line with Cabinet’s previous approval in September 2021 and all borrowing costs will be underwritten by Swansea University so this would be at “no cost” to the Council. As the city deal money is drawn down by the Council each year, then the accelerated cash advanced is reduced until it is eliminated.
- 4.4 Risks for the Council/the parties. In the event that the Accountable Body is not satisfied that Swansea University is making/has made reasonable endeavours to deliver phase 2 of the project, then the Accountable Body will not release the retained sum of £6m. That would leave the Council in a position where it has advanced £15m funding to the University but will not receive the retained sum, resulting in a £6m deficit. Therefore the funding agreement with Swansea University will need to include an obligation on the part of the University to repay to the Council the sum of £6m in the event that this sum is not released for whatever reason by the Accountable Body. This obligation may also need to be protected by some form of security to protect the Council’s position. In the event that phase 2 is not delivered and there is claw back of city deal funding from Welsh Government, then the Accountable Body will initially be liable for the claw back. It will have retained £6m to offset the risk of claw back (either through

ring fencing the funding or utilising it for an alternative project with associated deliverables). The Accountable Body may endeavour to recover any loss from the Council and the Council will similarly seek to recover the loss from Swansea University. If the reason for the claw back relates to the failure to deliver phase 2 and the parties have used reasonable endeavours then the Accountable Body will be unable to seek recovery of any loss via the funding agreements. If however Swansea University has not used reasonable endeavours then they will be liable for the claw back but their liability will be capped at the value of the funding they have received ie £9m. Therefore it is essential that the funding agreements fully capture the obligations and liabilities of the respective parties.

5. Financial Impact

- 5.1 The total project cost for all phases is £131.9m with Phase 1 totalling £17.1m and Phase 2 totalling £114.8m.
- 5.2 Phase 1 of the project is funded through the £15m City Deal Funding together with other public and private sector funding totalling £2.1m.
- 5.3 Phase 2 of the project is funded through public sector investment of £57.4m and private sector of £57.4m.
- 5.4 Public sector investment consists of investment from local authorities and other public funded and public service organisations such as health boards. Public sector investment will also consist of specific Welsh Government, UK Government and European funding secured through research grant awards. There is currently no direct funding from Swansea Council into the project and any such future requirement would be subject to a further report to Cabinet.
- 5.5 Private sector investment includes regional investment from local and national private sector partners as well as local healthcare and sports providers. The project will lever in private sector funding directly from the supply chain development and indirectly from private research and development partnerships.

6. Financial Implications

- 6.1 Since there is a change to the previously agreed financial implications this further cabinet report has been submitted. The financial implications falling on the authority by approving the funding agreement relates to the accelerated cash flow for the City deal element only, as set out below.
- 6.2 In order to assist the cash flow as indicated in the section 4, the Council have agreed to accelerate and advance the City Deal contribution of £15M and recover the interest incurred in the interests of true partnership working. The funding agreement will have to be agreed with Swansea University to ensure full protection and clawback provisions.

- 6.3 In the meantime the Council and the S151 officer will have to carefully manage both cashflows and resource cover for any accounting transactions related to this offer. A number of other city deal related matters will likely require the capital equalisation reserve to be added to in order to ensure its adequacy at all times.

7. Legal Implications

- 7.1 The risks for the Council are set out in paragraph 4.4 and these need to be managed through the funding agreement between the Accountable Body and the Council and the secondary agreement between the Council and Swansea University.

8. Integrated Assessment Implications

- 8.1 The Council is subject to the Equality Act (Public Sector Equality Duty and the socio-economic duty), the Well-being of Future Generations (Wales) Act 2015 and the Welsh Language (Wales) Measure, and must in the exercise of their functions, have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Acts.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.
- Deliver better outcomes for those people who experience socioeconomic disadvantage
- Consider opportunities for people to use the Welsh language □ Treat the Welsh language no less favourably than English.
- Ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs.

- 8.2 The Well-being of Future Generations (Wales) Act 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.

- 8.3 Our Integrated Impact Assessment (IIA) process ensures we have paid due regard to the above. It also takes into account other key issues and priorities, such as poverty and social exclusion, community cohesion, carers, the United Nations Convention on the Rights of the Child (UNCRC) and Welsh language.

- 8.4 An Integrated Impact Assessment screening form has been completed in relation to the project which is attached at **Appendix 1**. The screening form has determined that a full IIA report will not be required primarily as

this a Swansea University lead scheme with the Council's involvement limited to being the lead authority as it receives and then transfers the relevant City Deal funding.

- 8.5 Finally, the scheme is unlikely to impact on the Council's obligations under the Welsh Language Standard Regulations 2015.

Background Papers: Cabinet report 16th September 2021

Appendices:

Appendix 1 - IIA

Integrated Impact Assessment Screening Form – Appendix A

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

Which service area and directorate are you from?

Service Area: Property Services

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:

A City Deal scheme lead by Swansea University, the Life Science, Wellbeing and Sports Campuses project is 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 services provided from the Morriston and Singleton sites, to drive economic growth and job creation, and to attract significant inward investment into the region. Swansea Council's role is to facilitate/passport the SBCR finance.

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

Integrated Impact Assessment Screening Form – Appendix A

Community cohesion	<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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pregnancy and maternity	<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**

Swansea University are the lead organisation for the project in partnership with a number of organisations including Swansea Council, Swansea Bay University Health Board, Hywel Dda University Health Board, ARCH Partnership (A Regional Collaboration for Health) and key private sector partners

Q4 Have you considered the Well-being of Future Generations Act (Wales) 2015 in the development of this initiative:

Yes – green, healthier, prosperous Wales.

- 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

Yes – links to community sports facilities and the wider Regeneration programme

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 – Appendix A

The vision is to integrate life sciences, med tech, sport and well-being to transform services provided from the Morriston and Singleton sites, to drive economic growth and job creation, and to attract significant inward investment into the region.

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 form has determined that a full IIA report will not be required primarily as this a Swansea University lead scheme with the Council's involvement limited to being the lead authority as it receives and the transfers the relevant City Deal funding.

Finally, the scheme is unlikely to impact on the Council's obligations under the Welsh Language Standard Regulations 2015.

(NB: This summary paragraph should be used in the relevant section of corporate report)

Full IIA to be completed

Do not complete IIA – please ensure you have provided the relevant information above to support this outcome

NB: Please email this completed form to the Access to Services Team for agreement before obtaining approval from your Head of Service. Head of Service approval is only required via email.

Screening completed by:
Name: Martin Nicholls
Job title: Interim Chief Executive
Date: 10.10.2022

Approval by Head of Service:
Name: Martin Nicholls
Position: Interim Chief Executive
Date: 10.10.2022

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

Agenda Item 17.



Report of the Cabinet Member for Corporate Service and Performance

Cabinet – 20 October 2022

Procurement Scrutiny Inquiry Cabinet Member Response and Action Plan

Purpose:	To outline a response to the scrutiny recommendations and to present an action plan for agreement.
Policy Framework:	None
Consultation:	Legal, Finance, Access to Services
Recommendation(s):	It is recommended that: 1) The response as outlined in the report and related action plan be agreed.
Report Author:	Chris Williams
Finance Officer:	Ben Smith
Legal Officer:	Debbie Smith
Access to Services Officer:	Rhian Millar

1.0 Introduction

- 1.1 The Procurement Inquiry report was submitted to Cabinet on the 16 June 2022 after the Procurement Scrutiny Inquiry Panel completed a detailed inquiry into this area. The Scrutiny Report is attached as **Appendix A**.
- 1.2 Having considered the contents of the Scrutiny Report, and the specific recommendations made, the following is Cabinet's response as to its agreement with the recommendations detailed in the report.
- 1.3 An action plan is provided along with the high-level submission below, in **Appendix B**.

2.0 Response to Scrutiny Recommendations

Recommendation 1
The Council's approach to social value, localism, biodiversity and the natural environment be further integrated and expanded in line with their key principles and current Council pilot programme reviewing this matter.
Relevant Policy Commitments: Climate Change and Nature Recovery Strategy and Climate Emergency Declaration and Nature Emergency Declaration, specific Well-Being objective in Council's Corporate Plan – Delivering on Nature Recovery and Climate Change. Beyond Bricks and Mortar programme.
Action already being undertaken: As noted by the Panel in its report, based upon the submissions received / evidence reviewed - ' <i>There is evidence of good environmental and ethical practice</i> ' in the work of the Council.
New actions following from the recommendation: That the activity related to this Recommendation be further expanded and incorporated into a new 'social value in procurement' policy.
Cabinet Member Comments: Swansea Council has long valued its activity in this area and our approach will be expanded and further integrated into our work.
Recommendation is AGREED

Recommendation 2
Cabinet investigate how the impact of a contracts carbon footprint can be measured with the view to using this measure as part of the Council procurement practice.
Relevant Policy Commitments: As for Recommendation 1. The Council is aware that the Welsh Government is reviewing this matter, and updating its approach and creating a new pan-Wales measurement tool.
Action already being undertaken: As reviewed at the Panel, a climate change programme board is in existence and continually working within Welsh Government guidelines for emissions reporting to look at ways of reducing supply chain

emissions.

New actions following from the recommendation:

As above – first submission of emissions data made, so this is an evolving process and we will work with the Welsh Government in the development of this approach, which is currently subject to review.

Cabinet Member Comments:

Swansea Council has long valued activity in this area and in line with our declaration of a climate emergency for example this approach will be expanded and further integrated into our work.

Recommendation is **AGREED**

Recommendation 3

Cabinet increase the use of nature-based solutions in the Council's procurement practice, when it is assessed as the most sustainable solution.

Relevant Policy Commitments:

Climate Change and Nature Recovery Strategy and Climate Emergency Declaration and Nature Emergency Declaration, specific Well-being objective in Council Corporate Plan – Delivering on Nature Recovery and Climate Change.

Action already being undertaken:

A climate change and nature recovery programme board is in existence and investigating this area, and the Council is implementing improvements such as the sustainable drainage standards for Wales, when considering housing / infrastructure developments.

New actions following from the recommendation: This work to be considered as part of the Climate Change and Nature Recovery Strategy

Cabinet Member Comments: to be applied when appropriate / practical through the procurement process

Recommendation is **AGREED**

Recommendation 4
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 (including investigating as to whether this analysis should form part of the internal audit and/or performance monitoring process).
Relevant Policy Commitments: Climate Change and Nature Recovery Strategy and Climate Emergency Declaration and Nature Emergency Declaration, specific Well-Being objective in Council's Corporate Plan – Delivering on Nature Recovery and Climate Change. Beyond Bricks and Mortar programme.
Action already being undertaken: As presented at the Panel a wide array of existing activity already takes place under this subject heading – the Panel will be aware of the Community Benefits initiative and the Council's move towards electric vehicles and the use of solar panels as well as energy efficient homes.
New actions following from the recommendation: Cabinet to consider and develop an appropriate mechanism taking into account the work that the Welsh Government are progressing in this area (for example the measurement of carbon emissions noted above).
Cabinet Member Comments: Consideration will be given to proportionate impact on small and medium sized suppliers, so ensure any mechanism does not impact the ability of local suppliers to serve Swansea due to reporting requirements.
Recommendation is AGREED

Recommendation 5
The Schools Guide for Procurement is finalised to assist schools in understanding Procurement rules and regulations and the best practice that they should follow when undertaking procurement.
Relevant Policy Commitments: Council Constitution
Action already being undertaken: The Schools Guide for Procurement is in the process of being updated
New actions following from the recommendation: The Schools Guide to be finalised.
Cabinet Member Comments: Agreed

Recommendation is **AGREED**

Recommendation 6

Resources to support procurement activities be reviewed upon enactment of the new UK reform of the UK Public Contract Regulations and the Green Paper to ensure support is fit for purpose in addressing any new or expanded requirements.

Relevant Policy Commitments: Council Constitution and applicable statutory regime

Action already being undertaken: This item is under consideration with budget allocated.

New actions following from the recommendation: This issue will be reviewed upon once the final legislation received (it is currently under review)

Cabinet Member Comments: Agreed

Recommendation is **AGREED**

Recommendation 7

The number of 'Open Days' are expanded to encourage local firms to tender for Council works and ensure that supplier feedback is obtained in order to understand the issues experienced by businesses particularly SMEs when bidding for Council contracts. The Panel felt that this could include for example roadshows and contract and/or subject specific events.

Relevant Policy Commitments: Opening Doors Charter of the Welsh Government

Action already being undertaken: The Panel were supportive of the current approach as reviewed during the Inquiry.

New actions following from the recommendation:

As per the Panel's recommendation this area will be reviewed and expanded as appropriate.

Cabinet Member Comments: Agreed

Recommendation is **AGREED**

Recommendation 8
Ensure that the Council develops and maintains direct links with local businesses including developing appropriate communication channels to alert them of up-coming procurement opportunities.
Relevant Policy Commitments: publication of Council procurement opportunities in Sell2Wales
Action already being undertaken: All Council tenders where supplier competition is sought are published via the all-Wales / Welsh Government procurement portal known as 'Sell2Wales'
New actions following from the recommendation: Further review opportunities for publication of tender awards for example via existing social media platforms, targeting local residents
Cabinet Member Comments: Agreed
Recommendation is AGREED

Recommendation 9
Cabinet maximises opportunities to involve service users and citizens in the procurement process which will lead to more collaborative, co-produced services.
Relevant Policy Commitments: Co-production is a main principle / consideration of the Well-being and social services act
Action already being undertaken: As reviewed at the Panel service users involved in decision-making on a regular basis.
New actions following from the recommendation: This area will be further reviewed and such opportunities sought and action upon.
Cabinet Member Comments: this will be implemented where appropriate / applicable
Recommendation is AGREED

Recommendation 10
Cabinet continues the work to address any areas of non-compliance in Council procurement activity.
Relevant Policy Commitments – Council Constitution
Action already being undertaken: The Council Constitution provides the appropriate decision-making framework for this area and thus the Council is focused on ensuring compliance with the Council’s contract procedure rules contained within.
New actions following from the recommendation: The council will continue to review its procurement activities and CPRs to ensure they remain complaint and proportionate.
Cabinet Member Comments: Agreed
Recommendation is AGREED

Recommendation 11
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.
Relevant Policy Commitments: The Council is a key member of the WLGA
Action already being undertaken: The Council does - and will continue to - work with the WLGA to raise such matters.
New actions following from the recommendation: To review the above through attendance at regular WLGA meetings
Cabinet Member Comments: Agreed
Recommendation is AGREED

Recommendation 12
Cabinet increases the level of training for new starters by making procurement training a mandatory module for those involved in any procurement activity.
Relevant Policy Commitments: Mandatory training programme
Action already being undertaken: Procurement support / training is undertaken as part of normal activity
New actions following from the recommendation: The development of a procurement programme / module and its implementation.
Cabinet Member Comments: Such training to be applied when relevant and appropriate, e.g. for those whose role involves procurement activity
Recommendation is AGREED

Recommendation 13
A working group is created for education procurement which includes representatives from Schools and the Council's procurement team to help improve consistency in adherence to policy, ways of working and identifying gaps and finding common solutions. The group should consider issues such as addressing perception around building services quotes, to ensure Schools have a better understanding of 'like for like' quotes.
Relevant Policy Commitments: The Council supports Schools through multiple working groups
Action already being undertaken: There are regular Officer groups which review interaction between Council teams and Schools and this format will be reviewed to seek further opportunities to share best practice and seek common solutions in line with this recommendation.
New actions following from the recommendation: Implementation of this recommendation
Cabinet Member Comments: Agreed
Recommendation is AGREED

Recommendation 14
Cabinet focus on reviewing documentation and contract design to further encourage SMEs locally to tender for Council works.
Relevant Policy Commitments: Opening Doors Charter of the Welsh Government
Action already being undertaken: This work is already undertaken but an opportunity to expand best practice will be considered in line with this Recommendation
New actions following from the recommendation: Maintain and enhance focus on this work area.
Cabinet Member Comments: Agreed
Recommendation is AGREED

2.1 An action plan for the agreed recommendations is attached as **Appendix B**.

3. Integrated Assessment Implications

3.1 The Council is subject to the Equality Act (Public Sector Equality Duty and the socio-economic duty), the Well-being of Future Generations (Wales) Act 2015 and the Welsh Language (Wales) Measure, and must in the exercise of their functions, have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Acts.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.
- Deliver better outcomes for those people who experience socio-economic disadvantage
- Consider opportunities for people to use the Welsh language
- Treat the Welsh language no less favourably than English.
- Ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs.

3.1.1 The Well-being of Future Generations (Wales) Act 2015 mandates that public bodies in Wales must carry out sustainable development. Sustainable development means the process of improving the economic, social, environmental and cultural well-being of Wales by taking action, in accordance with the sustainable development principle, aimed at achieving the 'well-being goals'.

3.1.2 Our Integrated Impact Assessment (IIA) process ensures we have paid due regard to the above. It also takes into account other key issues and priorities, such as poverty and social exclusion, community cohesion, carers, the United Nations Convention on the Rights of the Child (UNCRC) and Welsh language.

3.2 An IIA Screening Form has been completed with the outcome that a full IIA report was not required (IIA form appended):

No negative impacts are foreseen rather the proposed strategic direction noted is a positive endorsement of the Well-Being of Future Generations Act and future actions arising and their associated decisions will themselves be subject to the relevant framework for Cabinet decisions.

4.0 Legal Implications

4.1 The Council's procurement activity must comply with the Council's Contract Procedure Rules and the Public Contracts Regulations 2015 as relevant.

5.0 Financial Implications

5.1 There are no financial implications associated with this report.

Background papers: None

Appendices:

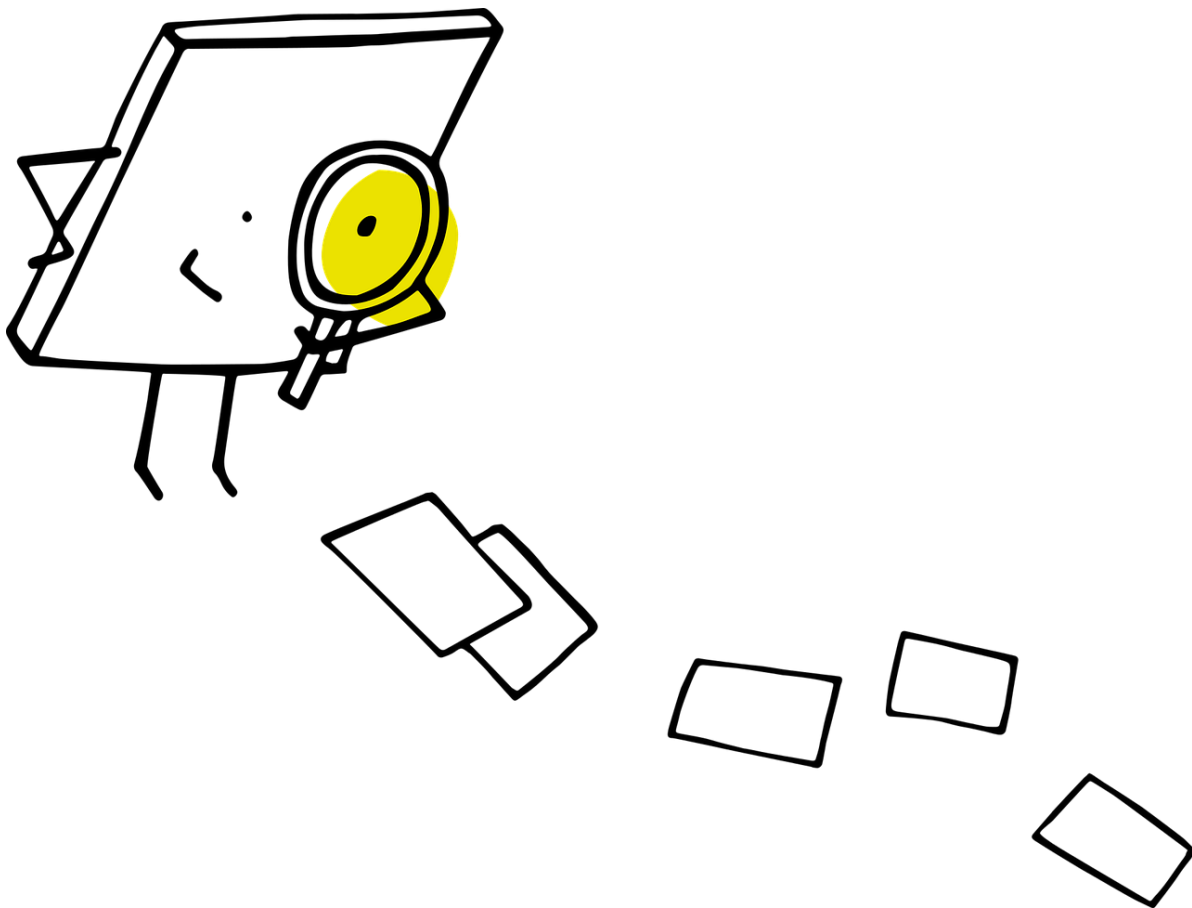
Appendix A – Scrutiny Inquiry Report into Procurement

Appendix B – Cabinet Action Plan

Appendix C – IIA Screening

Procurement Scrutiny Inquiry

How can Swansea Council ensure it procures locally, ethically and greenly whilst being cost effective and transparent in its practices?



The Procurement Scrutiny Inquiry Panel
City and County of Swansea - Dinas a Sir Abertawe

February 2022



Why This Matters by Councillor Chris Holley (Convener)



We recognised early on in this inquiry that Procurement is more than just purchasing something, it is also ensuring what you are buying is the most appropriate and fit for purpose. As part of this inquiry, we wanted to ensure the Council is striving to purchase goods or services using this mantra and when doing so are using the most appropriate methods and engaging with the right people. We were keen to see the example of the work being led by Social Services in relation to co-production, where they are getting partners, service users and the public to co-produce contract specifications for services.

Another main driver to carrying out this inquiry was to ensure that we are buying in a sustainable way that is both ethically and environmentally friendly. As a Council we have made a number of local, environmental and ethical commitments and we must ensure we are fulfilling these obligations.

Local procurement development was also highlighted as a key element to our piece of work. We were pleased to hear that the Council has been committed to this aspect for a number of years, which has been complemented by local benefits gained from the Council's Beyond Bricks and Mortar project, which ensures employment opportunities including apprenticeships for local people. We would like to see local procurement developed further as legislation allows.

We also hope that this inquiry has helped to highlight and transmit an understanding of the role of procurement to a wider audience.

We wish to thank the various people that have come along to give us evidence including Business Wales, Swansea Council for Voluntary Service and the multiple private sector contractors we spoke to.

We would also like to thank all the Council departments for contributing to this inquiry at a difficult time with the Coronavirus pandemic and for the excellent work they are doing to ensure goods and service needs are being met. We heard how in Social Services, resources to meet care and support needs, are stretched in ways which have never been experienced historically. This has and is being compounded by experiencing issues around the workforce being impacted directly by COVID and this is having a huge strain on our services and the sector. We wish to thank all staff across the Authority and particularly in Social Services for their continued care and commitment to the public of Swansea.

Our report contains a number of recommendations for Cabinet that we believe will improve Council procurement.

Summary of Conclusions and Recommendations

Procurement Scrutiny Inquiry

Inquiry Key Question: *How can Swansea Council ensure it procures locally, ethically and greenly whilst being cost effective and transparent in its practices?*

Conclusions

1. Procurement being built into the Council's Recovery & Transformation Plan and clearly aligned to the Council's key objectives moving forward.
2. Adherence to legislation and ensuring local policy and practice is clear, effective, transparent and consistently applied is vital.
3. Quality as well as value for money is necessary in order to get the best spend from the public purse.
4. We need to consider how leaving the European Union will affect Procurement in Swansea.
5. There is positive local procurement practice, which can be built upon and embedded further.
6. Not only the Council, but those who enter into contracts with it need to meet the general equality duty.
7. There is evidence of good environmental and ethical practice, which could be built upon and embedded further.
8. There are benefits in collaborating with partners and others in our procurement activities.
9. Effective procurement needs a good framework for monitoring performance and measuring success essential for continuous improvement.

The Panel recommends that:

Long term challenges

- 1 The Council's approach to social value, localism, biodiversity and the natural environment be further integrated and expanded in line with their key principles and current Council pilot programme reviewing this matter.
- 2 Cabinet investigate how the impact of a contract's carbon footprint can be measured with the view to using this measure as part of the Council's procurement practice.
- 3 Cabinet increase the use of nature-based solutions in the Council's procurement practice, when it is assessed as the most sustainable solution.

Medium term improvements

- 4 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 (including investigating as to whether this analysis should form part of the internal audit and/or performance monitoring process).

- 5 The Schools' Guide for Procurement is finalised to assist schools in understanding procurement rules and regulations and the best practice that they should follow when undertaking procurement.
- 6 Resources to support procurement activities be reviewed upon enactment of the new UK reform of the UK Public Contract Regulations and the Green Paper to ensure support is fit for purpose in addressing any new or expanded requirements.
- 7 Ensure that the Council develops and maintains direct links with local businesses including developing appropriate communication channels to alert them of up-coming procurement opportunities.
- 8 Cabinet maximises opportunities to involve service users and citizens in the procurement process which will lead to more collaborative, co-produced services.
- 9 Cabinet continues the work to address any areas of non-compliance in Council procurement activity.

Quick wins

- 10 The number of 'open days' are expanded to encourage local firms to tender for Council works and ensure that supplier feedback is obtained in order to understand the issues experienced by businesses, particularly SMEs, when bidding for Council contracts. The Panel felt that this could include for example roadshows and contract and/or subject specific events.
- 11 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.
- 12 Cabinet increases the level of training for new starters by making procurement training a mandatory module for those involved in any procurement activity.
- 13 A working group is created for education procurement which includes representatives from schools and the Council's procurement team to help improve consistency in adherence to policy, ways of working and identifying gaps and finding common solutions. The group should consider issues such as addressing perception around building services quotes, to ensure schools have a better understanding of 'like for like' quotes.
- 14 Cabinet focus on reviewing documentation and contract design to further encourage SMEs locally to tender for Council works.

WHY WE PRODUCED THIS REPORT

Overview

- 1.1.1 In selecting this topic and producing this report we wanted to see 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.

Selecting the topic

- 1.1.2 The Inquiry into Procurement was originally proposed by the Annual Scrutiny Work Planning Conference in 2019. Following agreement of a Scrutiny Work Programme, the Council's Scrutiny Programme Committee established the Inquiry Panel, and appointed Councillors to the Panel to plan and carry out this work, gather evidence, consider findings, and prepare a report for Cabinet. A strategic overview of the matter was discussed in October 2019 but starting the inquiry was delayed due to the pandemic. It was subsequently included in the scrutiny work programme for 2021/2022 and commenced on the 24 June 2021.
- 1.1.3 This topic was chosen because Scrutiny Councillors felt this was a wide-reaching subject that would benefit from Councillor's review and input.

Intended contribution

- 1.1.4 As a Panel, we believe that we can make a valuable contribution to the Council's procurement process. We recognise that the challenges in this area can often be complex. We also believe that, whilst no one has all of the answers, success will only come from a conversation that everyone is able to contribute to. It is in this spirit that our conclusions and recommendations are offered.
- 1.1.5 Specifically, this report aims to contribute to this vital debate by:
 - a. Providing a Councillor perspective on the issue
 - b. Providing evidenced proposals that will lead to more effective services
 - c. Gaining the views of the public and stakeholders
 - d. Considering and concluding on recommendations from national reports, legislation /directives, and their implications for Swansea
 - e. Identification of good practice/research elsewhere and whether there is any learning for Swansea's approach
 - f. Increased Councillor understanding about procurement
 - g. Greater public awareness of work in relation to procurement.
- 1.1.6 We are also happy to recognise the limitations of the inquiry. Given the complexity of the topic and the time that we had this report provides a broad view of issues and is not exhaustive.
- 1.1.7 Finally, many of our conclusions are in line with the Council's current direction of travel and these are offered to provide reassurance. Others may be either additional or contrary to what has already been agreed. These are intended to offer challenge and to stimulate debate. Where we have made

recommendations, these are intended to help improve the performance of the Council in this area.

Equalities

- 1.1.8 When planning this inquiry, we considered the public and stakeholders, how they might be affected and how we might engage them. We completed the Council's Integrated Impact Assessment (IIA) Screening form which formed part of the evidence pack for the inquiry.

EVIDENCE

Evidence Collected

- 1.1.9 Evidence was collected between 24 June and 10 November 2021. The following evidence gathering activities were undertaken by the Panel:

- a. Strategic Overview by Cabinet Member and Head of Commercial Services
- b. Internal Audit
- c. Cabinet Member/s and Director of Place Directorate
- d. Cabinet Member/s and Director of Social Services
- e. Cabinet Member and Head of Education Planning and Resources
- f. Cabinet Member and Deputy Chief Executive (Corporate Centre)
- g. Roundtable meeting with Stakeholders
- h. Business Wales
- i. Social and local procurement investigated – good practice elsewhere
- j. Public questions, Blog and Call for Evidence
- k. Performance and comparison data, customer satisfaction survey results
- l. Relevant legislation, policy, practice and other useful relevant information

- 1.1.10 For full details of how the evidence was gathered including details of all of the findings please see the findings report for this inquiry. This report can be downloaded [here](#) (pdf).

CONCLUSIONS

2.1 Procurement should be built into the Council's Recovery & Transformation Plan and clearly aligned to the Council's key objectives moving forward.

2.1.1 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.

2.1.2 The Panel was reassured to hear that each departments purchasing and/or commissioning activity is embedded in their departmental service plans. Each service plan is, in turn, guided by the Council's key objectives.

- 2.1.3 The Panel recognises that procurement is an integral part of how the Council provides its services and we agreed it must be a core part of how the Council moves forward through the pandemic and beyond. We were pleased to hear that the Swansea Economic Recovery Plan contains an Action Plan that details, how we are, and will, move forward and the Council's procurement activity is clearly part of that.
- 2.1.4 The commitment to, and financing of, the Council's key objectives are discussed and agreed at Full Council in February each year, as part of its annual capital and revenue budget setting process. The Panel examined some examples of projects that clearly evidence commitment to the key Council objectives and drivers including the new schools' programme, More Homes and the decarbonisation retrofit programmes, highways and the building asset management plan.
- 2.1.5 The Panel, through speaking to each individual Council directorate, has gathered clear evidence that has demonstrated an active commitment to the delivering of the Council's key objectives through a robust procurement process. This can be seen in the work being undertaken right across the Council, it is a credit to the knowledge and expertise of staff and evidences their willingness to work across departments to achieve the desired outcomes.
- 2.1.6 The Panel found that the financial aspects of the Council are clearly examined by the Internal Audit process, although was told that Audit considers compliance rather than strategic direction. Currently, Audit do not look at any non-financial aspects that are linked to how we spend as a Council. This includes the spend alignment to the objectives and commitments made in relation to, for example, equalities, the environment, climate change, local procurement, social benefit and more widely the requirements of the Wellbeing of Future Generations Act. The Panel did ask: if these aspects are not audited, then how are we consistently measuring and understanding the impact of the Council's spend in these key areas?
- 2.1.7 The Panel would like to see the impacts in relation to key commitments clearly measured, monitored and reported. The Panel was unsure whether this should be done via internal Audit, the Council's performance management process, through individual departments and/or indeed whether it is a role more widely of the Welsh Government. The Panel did feel that it potentially needs to be a bit of all three. The Panel does recognise that measuring impact may be very difficult, especially attributing actions directly to improvements made but felt there was a clear need for us to do this. Not only to give assurance that we are using the right policies and mechanisms locally but it will also help us to find out what works well for us in Swansea. The Panel felt that the Welsh Government also has a key role in monitoring impact nationally and in the dissemination of good practice.
- 2.1.8 The Panel therefore 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 (including

investigating as to whether this analysis should form part of the internal audit and/or performance monitoring process).

- 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.

2.2 Adherence to legislation and ensuring local policy and practice is clear, effective, transparent and consistently applied is vital.

2.2.1 The Panel concluded that the Council is adhering to the procurement legislative framework and guidance. It agreed that there is a robust overarching governance and assurance framework across the Council which provides a firm basis for specific procurement needs and support.

2.2.2 Evidence shows there to be clear strategies, objectives and linkages through and between corporate and other statutory plans.

2.2.3 There is a robust internal framework for procurement including clear roles and responsibilities, effective authorisation processes, robust policies and procedures and staff training and awareness of procedural rules.

2.2.4 Tight internal controls exist through the Council's Contract Procedure Rules/financial regulations, scheme of delegation, performance and financial monitoring, with assurance then demonstrated through Internal Audit and Scrutiny.

2.2.5 Evidence indicates that the Council conducts an open, transparent and proportionate procurement process. The Panel heard that public sector procurement is highly regulated and governed by legislation. We understand that now the United Kingdom has left the European Union, direct membership of the World Trade Organisation has been established and the rules contained within that membership are included in our practice here in Swansea. We also heard about the UK Public Contract Regulations 2015, and that any breaches by the council could lead to suppliers seeking recourse in the courts.

2.2.6 Evidence gathered suggests the Council acts with integrity and seeks to ensure equity for its potential suppliers. This is done through adhering to statutory UK Public Contract Regulations (PCR), and also, the Council publishes its own standing orders relating to the Council's control of spending and this forms part of the Council's Constitution. The Panel felt that these rules do indeed support staff to deliver effective procurement and that the process is fair, transparent, and non-discriminatory here in Swansea.

The systems that are used and the publication of the tenders through the Sell to Wales portal provides transparency and consistency for the tender process, so I don't see any issues in these processes as they are applied.

Mark Thomas, Days Fleet at roundtable meeting with the Panel on 21 October 2021

2.2.7 The Panel was pleased to hear that each department has dedicated officers responsible for ensuring there are arrangements and mechanisms in place to procure services appropriately. These individuals link with procurement officers

to ensure procurement activity is conducted in accordance with the required rules and regulations.

- 2.2.8 The Panel heard about the key role that the central procurement team play in the overall procurement process. We were reassured to hear that although most of the procurement activity is carried out within individual Council departments the Council's central team of 8 staff, who, along with the Head of Commercial Services, provide professional and strategic advice on all procurement matters. This team has a clear role in ensuring compliance with PCR on all procurement activity undertaken and also other legal requirements such as Wellbeing of Future Generations Act (Wales) and General Data Protection Regulations (GDPR).
- 2.2.9 The Panel recognise and welcome the Council's Internal Audit function which has the primary role of ensuring that whenever any goods or services are procured, the correct process and procedures are followed as set out in the Council's Accounting Instructions Contract Procedure Rules, Spending Restrictions and Procurement Guidance. The Panel heard that audits are scheduled on a rolling basis, with the frequency of each review being determined by the risk score allocated to each audit. The risk score includes for example the amount of income or expenditure attributed, the higher the score, the more frequently the audits are undertaken.
- 2.2.10 The Panel understands the procurement activities of schools are audited separately as a result of their delegated budgets. The Panel was pleased that that the Council works closely with schools to seek to ensure procurement practice is consistent and that correct procedures are being used. We heard that training is provided and a factsheet to aid understanding of the procedure rules and tendering is shared. Officers also work closely with other teams across the Council where appropriate to address issues that might be highlighted through internal audit.
- 2.2.11 A Procurement Guide for Schools is being developed by the Education Directorate that will provide basic guidance on best practice in order to ensure compliance with appropriate rules and procedures. The Panel heard that the overall picture is a positive one in terms of working in partnership with schools and in the outcomes of audits. It agreed with the Head of Education Planning and Resources when he said the most effective and robust controls generally exist where there is ownership of the issues and emphasised the importance of robust financial procedures by schools.
- 2.2.12 The issue of the cost of the Council's building services was raised especially in relation to school's repair work. The Panel was told that there is a misconception about higher pricing. We heard that no credible examples have been put forward in the past and often external contractors will not price fully for the work, so work is not comparable like for like. The Panel felt that this misconception should be addressed with schools were possible, ensuring a good understanding of like for like quotes.
- 2.2.13 The Panel recognised that staff training and development in relation to procurement is essential with the need to ensure that all staff have a good

understanding of procurement, in order for a consistent approach to be maintained. The Panel emphasised the importance of having a good ongoing training programme that will ensure sufficient skill base in the Council and the need to continually strengthen and build upon staff knowledge. The Panel agreed with the Director of Place when he suggested increasing the level of training for new starters and making procurement training mandatory for some modules.

2.2.14 The Panel agreed that the Council has developed a robust and detailed set of contract procedure rules for use in its procurement activities. However, the Panel felt that there is always opportunity for further self-evaluation and improvement and would encourage continued learning through looking at current best practice and peer organisations.

2.2.15 The Panel recommend that Cabinet:

- Increase the level of training for new starters by making procurement training a mandatory module for those involved in any procurement activity.
- Creates a working group for education procurement which includes representatives from schools and the Council's procurement team to help improve consistency in adherence to policy, ways of working and identifying gaps and finding common solutions. The group should consider issues such as addressing perception around building services quotes, to ensure schools have a better understanding of 'like for like' quotes.
- Finalise the Schools' Guide for Procurement to assist schools in understanding procurement rules and regulations and the best practice that they should follow when undertaking procurement.
- Continue the work to address any areas of non-compliance in Council procurement activity.

2.3 Quality as well as value for money is necessary to get the best spend from the public purse

2.3.1 The Panel heard that public bodies in Wales are responsible for spending approximately one third of the total devolved Welsh budget and it is estimated that over the next decade Welsh public services will spend £60 billion. The Panel agreed that Wales has the opportunity to think about how and where to spend that money in the interest of current and future generations, by combining procurement activities with improving economic, social and cultural wellbeing of people and communities in Wales. The Panel was keen to see how Swansea will be part of that thinking and how our communities will benefit locally.

2.3.2 The Panel 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 Cabinet Member responsible for procurement told the Panel that he was proud of what we have achieved here in Swansea in relation to procurement, with an active and positive procurement team taking the service forward.

- 2.3.3 The Panel was pleased to hear 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 Panel also provide advice on the most cost effective, compliant, and appropriate route to put a tender to market.
- 2.3.4 The Panel was pleased to find that getting best value for money in procurement is not just restricted to getting the lowest price. It appears that best value is defined in the Welsh National Procurement Strategy as *the optimum combination of whole life costs and benefits to meet the customer's requirements*. The Council therefore 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. For example, if the quality is likely to be the most important factor a 70/30 quality/price ratio may be appropriate. We heard that there is no fixed balance between the quality/price, and it will vary depending on the requirement of each procurement exercise. The Panel was encouraged to hear that when services are audited, they are not looked at on the basis on cost alone but the value for money aspect is also evaluated.
- 2.3.5 The Panel heard that the Council has choices when it comes to procurement routes and that the most appropriate to each procurement activity are utilised. In the Place Directorate for example, frameworks are utilised for the majority of procurement activities but that this is varied depending on what is being purchased, these can include regional or national frameworks or use of 'sell2wales' adverts where suitable frameworks do not exist. The Panel also heard that when frameworks are not available, selection is by a robust process to ensure contractors are aligned to the Council's requirements.

Swansea Council have moved away from using the framework that was put in place by Welsh Government and have now gone down a different route. There are benefits of using a framework, it is supposed to reduce the overall procurement costs and the use of internal resource. It also helps to build long term relationships between suppliers and buyers.

Christopher Parker, Computer Centre at roundtable meeting with the Panel on 21 October 2021

- 2.3.6 The Panel asked why the Council has moved away from Frameworks to the Open Tender process for some procurement? The Head of Commercial Services told the Panel that this decision is taken on a case-by-case basis as there is no one size that fits all circumstances. For certain commodity products, where there are multiple competitors in the marketplace, it can make sense to tender openly as we typically source such products on an infrequent basis, and in recent procurement exercises we have seen significant savings from using this open approach, hence our adoption of this route.

2.4 We need to consider how leaving the European Union will affect procurement in Swansea.

- 2.4.1 The Panel was interested to explore how the Council has been affected by leaving the European Union. We heard that procurement can be influenced by

several factors outside of the Council's control, with leaving the European Union on 31st January 2020 being one of them. The Panel heard that whilst leaving the European Union has undoubtedly led to issues with supplies and with increased costs, the concurrent effect of the COVID-19 pandemic has created issues which have compounded the situation. Substantial price increases for materials have been noted across most sectors, with supply chain issues and labour shortages experienced. The sheer level of construction activity has also exacerbated the strains associated with increased prices. Furthermore, lead times have increased with impacts on suppliers who are unable to give clear timescales and costs of supply of items. The sourcing of, and increased cost of materials has been an issue recorded as Corporate Risk.

2.4.2 The Panel was mindful of what the longer term and therefore unknown impacts of leaving the European Union will have on the cost and availability of materials as well as on the workforce locally and would emphasise the importance of continuing to consider this as a 'risk' to the Council and monitored as such.

2.5 There is positive local procurement practice, which can be built upon and embedded further.

2.5.1 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 our contracts.

2.5.2 The Panel heard that the Council's Community Benefit Policy was updated in 2016 and the Council's Beyond Bricks and Mortar team has been responsible for its implementation in conjunction with the procurement team since that time. The scope of this policy is to include community benefit clauses in the procurement of suitable works, goods and services including construction, education, catering and social care activities, where applicable. The Panel understands that the project aims to specifically provide social benefit by:

- Identifying training opportunities and apprenticeships within the project and work with contractors and suppliers to increase the numbers of unemployed, economically inactive or Not in Employment, Education or Training able to access these opportunities
- Encourage the development of more local supply chains.
- Encourage wider community benefits like for example engagement with schools, colleges and participation in community events.

All these have been designed to impact on deprivation and add community benefit locally. In evidencing this the Panel heard that in 2019/20, 2,603 weeks of jobs and training were achieved, 27 new projects commenced, and 63 job opportunities were advertised.

- 2.5.3 The Panel agreed it was vital that we ensure that contractors understand our processes and procedures and feel confident to tender. The Panel looked at how the Council encourages local organisations to bid for contracts with the Council. We heard about how the Council has broken up some projects to enable smaller companies to bid for packets of work that suit their capacity as they will often not have the resources to take on very large projects. The Panel were keen to see this carefully considered when planning contracts, as the size of contracts was identified as an issue by small enterprises and the third sector. The Panel did recognise that whilst doing this the Council must ensure fairness and non-preferential treatment and where it is appropriate to the nature of the contract in question.

A lot of third sector organisations within Swansea are relatively small and they are delivering very localised services to communities and people within communities. That can make it really difficult for organisations to access procurement opportunities. Quite often they won't have everything needed in terms of the tick boxes. Which isn't to say that they're not fit to run the service. It's quite often that the questions asked in a procurement process are not actually the right ones for this type of service.

In order to ensure that local organisations rather than large national organisations are able to apply, there needs to be thinking involved in putting the procurement exercise together that looks at social benefit, social value and a local need. We have had some really good examples of working with procurement to put some of those sorts of clauses in, to try and enable more locally based organisations to apply and therefore get involved in that circular economy stuff.

Amanda Carr (SCVS) at roundtable meeting with the Panel on 21 Oct 2021

- 2.5.4 The Panel 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 Panel 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.

I think in terms of transparency and consistency this has been tricky for the third sector over the past few years. I don't blame the procurement process itself; it is the move away from historic grant giving or service level agreement arrangements into a procured process. Some organisations have been unable to really understand why that might be happening to them when their service has always apparently performed very well or being really valued, they then feel like they're being kind of excluded because it is just too bureaucratic for them.

I think part of this is about people moving their thinking to a new world of procurement, accepting that is what they have to learn to be able to do now. That certainly is something that SCVS over the past few years has been working on. It's our focus to support people, so rather than supporting people to apply for grants it is about supporting people to submit tenders. I think it's not just about the Council, but it is about the organisations as well...it's about all being on a journey together hopefully. So, it is about transparency, consistency and understanding and communicating that, so that everyone arrives in the same place and understands why it is happening.

Amanda Carr (SCVS) at roundtable meeting with the Panel on 21 Oct 2021

- 2.5.5 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.
- 2.5.6 The Panel welcomed the new supplier guide for potential suppliers that has been developed to assist with the understanding of the Council procurement processes. We heard that the Council has also updated its external website to improve supplier engagement and access to information. The Panel recognise the improvements made in this area but would emphasise the need to continue to review documentation and contract design regularly to further encourage small and medium-size businesses to tender for council works.
- 2.5.7 The Panel was pleased to speak to a representative from Business Wales who is contracted by Welsh Government to provide business support to small and medium size businesses. The only criterion for accessing the support is the business needs to be classed as a Welsh micro-SME, meaning they should employ up to 250 staff and have up to a £55 million turnover. The Tendering Advisor who attended the Panel explained what is done to support these businesses particularly in tendering for public sector tenders and contracts. The Panel heard that Business Wales work with companies to support them to tender and this can include what they need to have in place to meet the minimum requirements, helping with selection questionnaires and in the use of portals like E Tender Wales. It meets with individual businesses and supports them through the tendering process, helping them achieve their desired goal. It also offers early engagement sessions and meet the buyer events. If there is a large contract, it can help facilitate meet the buyer events for the potential contractors to engage with the Council. The Panel was interested to hear that Business Wales not only provides support with tendering but also support business planning, cash flow, funding and marketing.

In addition, Business Wales provides advice in relation to two pledges from Welsh Government: the green growth pledge and the equality pledge. They offer businesses a range of support to, for example, improve their efficiency and to decarbonise, also to help businesses take proactive steps to create a fully inclusive and diverse workforce. They employ sustainability advisors who assist businesses in ensuring they have an environmental policy as part of the ‘Wales is green’ growth pledge.

The Panel did ask how they contact potential clients and were told Business Wales have a good relationship with the procurement officers, particularly in Swansea Council. The Council’s Head of Commercial Services told the Panel

the Council refer people to Business Wales by signposting them directly, as well as having a referral mechanism which is displayed in our literature like the Council's Suppliers Guide. Business Wales also has an active marketing team who proactively advertise the service.

2.5.8 The Panel discussed a desk-based research report that exemplified a selection of different procurement practices taking place in relation to social and local procurement across the UK. We looked at:

- a) The Preston Procurement Model
- b) Cardiff Council's Socially Responsible Procurement Policy
- c) Hywel Dda University Health Board Community Wealth Building
- d) Community Wealth Building in Leeds
- e) Harrow, Making Refurbishment Better

The Panel, after reviewing the information, was particularly interested in the Preston Model, where Preston Council, its anchor institutions and other partners are implementing the principle of Community Wealth Building. Preston is committed to implementing its approach as a 'place builder' for the city by promoting this concept with other large organisations in the area, like for example, the University, colleges, housing associations and the police. They believe this is important because many of these organisations have significantly greater spending powers and assets than the Council and by working together can have a greater impact on the future wellbeing of the city.

We heard from our Head of Commercial Services that the Preston model is something that Swansea Council is familiar with, we have worked with their allied partner the Centre for Local Economic Strategies on this matter. He highlighted the model originally looked at a combined spending of £750 million, of which when they started their process, only had £25 million remaining in their local area. So, they were starting from a different, much lower, base of local supplier involvement as Swansea Council spends some £260 million a year and we are looking at £100 million staying in our area. The Panel recognised Swansea has been looking at local supplier development and social value for a long time. The Panel was pleased to see other Councils are adopting the Beyond Bricks and Mortar approach that was adopted in Swansea many years ago, so others are following Swansea's best practice.

2.5.9 The Panel was interested to explore a question raised by Amanda Carr from SCVS, namely do we, or can we use localised solutions that involve the public, private and third sector expertise? The Head of Commercial Services replied to this question. He said with regard to the point on consortia procurement the Council is open to this approach and we do work with multiple stakeholder groups across the Council to engage with all sectors including the third sector and the Council has published specific guidance on this matter.

I understand that localism is really important across all services and I'd just like to cite Beyond Bricks and Mortar approach as something that I've always wanted to see, with that kind of local social benefit clause, spread more widely across tendering. And when I talk about small organisations, I would consider SCVS as a small organisation in the scheme of definitions of procurement. It is also very difficult for an organisation of the

size of SCVS to get involved in procurement as well, so I am not talking just incredibly small but also some of the organisations that might be our larger voluntary organisations within Swansea such as SCVS.

Amanda Carr (SCVS) at roundtable meeting with the Panel on 21 Oct 2021

2.5.10 Whilst excellent work is being done in Swansea in improving community benefit and local procurement, the Panel hoped pending changes in legislation will allow Councils to build upon this local procurement activity. The Panel did recognise Beyond Bricks and Mortar is an effective vehicle for moving this agenda forward but did feel it should not be the only route to progressing our local procurement behaviour, feeling we must embed this aspect in a wider range of activities for it to make a bigger impact here in Swansea. We felt that it is important 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.

2.5.11 We 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 Panel was interested to hear that the Council's Commercial Services is currently supporting a pilot programme into this matter and welcomed hearing it is the current focus for further development in this area.

2.5.12 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. This could have a huge impact on the work currently being undertaken within procurement and could result in more contracts coming into the scope of the rules. If this is the case, both Commissioning, and Procurement teams which are currently under resourced, could have additional pressures upon them due to this proposed change.

2.5.13 The Panel recommend:

- Resources to support procurement activities be reviewed upon enactment of the new UK reform of the UK Public Contract Regulations and the Green Paper to ensure support is fit for purpose in addressing any new or expanded requirements.
- Cabinet focus on reviewing documentation and contract design to further encourage SMEs locally to tender for Council works.
- The number of 'open days' are expanded to encourage local firms to tender for Council works and ensure that supplier feedback is obtained in order to understand the issues experienced by businesses, particularly SMEs, when bidding for Council contracts. The Panel felt that this could include for example roadshows and contract and/or subject specific events.
- Ensure that the Council develops and maintains direct links with local businesses including developing appropriate communication channels to alert them of up-coming procurement opportunities.

2.6 Not only the Council, but those who enter into contracts with it need to meet the general equality duty.

- 2.6.1 The Panel 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.
- 2.6.2 The Panel 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 and safeguarding.
- 2.6.3 The Panel agreed with, and emphasised the importance of, taking equality into account at an early stage in any procurement process/activity, which we believe will help to ensure goods and services procured are fit for purpose.
- 2.6.4 Evidence gathered suggests the corporate process is followed for procurement to ensure compliance. This is done through the Integrated Impact Assessment process, which is used for screening of, and full reporting of projects in order to understand impacts. Where required a more detailed stage 2 evaluation to understand more in-depth equalities impacts is undertaken. Integrated Impact Assessments (IIA) are used and follow through the procurement process for all large projects that require Cabinet approval. Advice on IIAs is sought from the Council's Access to Services Team who provide support and advice on equalities matters.
- 2.6.5 The Panel found standard terms and conditions are used which require all our providers to evidence commitment to equal opportunities as well as for community benefits/social value, modern slavery, Welsh language and safeguarding. A selection questionnaire is used to establish whether providers meet these required standards before awarding contracts. Also, for some areas of the Council like some Social Services, contracts have further specific selection questions asked for each contract depending on their requirements.
- 2.7 There is evidence of good environmental and ethical practice, which could be built upon and embedded further.**
- 2.7.1 Evidence 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 Panel looked at a number of examples of activity taking place across council services. One of these being the Council's pension fund which selects investments based on consideration of ethical, environmental and social governance commitments and is committed to a significant divestment of holdings related to fossil fuels.
- 2.7.2 Swansea Council has shown its commitment to environmental and ethical practice through agreeing a number of pledges, including for example, signing a Charter on Climate Action in December 2020, pledges to become carbon-neutral in the next decade and zero tolerance to racism. Swansea is a City of Sanctuary and proud to be a Home Office dispersal city for refugees and asylum seekers, a Dementia Friendly city and a World Health Organisation

Healthy City. The Council has also embedded the United Nations Convention on the Rights of the Child (UNCRC) into the way it set its policies.

- 2.7.3 The Panel welcomes the pilot project which seeks to review and renew our focus on social value aspects, in line with a review of procurement legislation that is being undertaken by the Welsh and UK governments (where legal changes which allow an enhanced focus on social value). The Council has already had success in delivering socially beneficial outcomes, for example energy efficient homes and electric vehicles. The Panel were keen to ensure that that the Council's procurement practice enhances our activities to address climate change and our environment commitments.

Most contracts now come with the carbon net zero sort of criteria that all businesses are going to need to hit. Swansea had been good with this and other aspects particularly in relation to the new Council home building in the city, they have very efficient solar panels and charging points outside the front of the houses, so future proofing, so to speak. There are not many other Councils in Wales that are building houses to this standard, so it is good to see.

Rhys Morgan, LBS Building Merchants at roundtable meeting with the Panel on 21 Oct 2021

- 2.7.4 The Panel was pleased to hear the Council's procurement terms and conditions ensure suppliers note their conformance to key obligations, through completion of a supplier suitability questionnaire (SSQ) which covers modern slavery, equal opportunities, Welsh language and safeguarding. Tendering contractors are also required to address compliance with the above requirements within their tender submissions. All SSQ questions are checked by central procurement.
- 2.7.5 Swansea Council has a well-being duty under the Well-being of Future Generations in Wales Act 2015 to improve social, economic, environmental, and cultural well-being in Wales and the Panel believe action to meet the well-being needs of both current and future generations is being taken. The Panel heard the Beyond Bricks and Mortar Team identifies 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 such as working with the community on particular projects. The Panel were particularly keen to emphasise the importance of the Council's commitment to the development of local apprenticeships.
- 2.7.6 The Panel was pleased to hear each department keeps close links with the Procurement Team on such matters to maintain consistency of approach. They have regular team meetings to ensure this, by feeding back any issues and lessons learnt and sharing good practice. There is also ongoing liaison around advice on use of information, templates and tools available to use.
- 2.7.7 The Panel was interested to explore the sustainability statement documentation used and particularly who is involved in putting it together. The Panel wanted to understand the role of the planning ecologist in this process.

We felt an ecologist should be involved because they are able to assess whether the contractors are serious about the issues and are committed to taking them forward whilst also monitoring the commitments made. The Panel heard an ecologist would only need to play a limited role in the preparation of sustainability statements and only then for larger corporate contracts that would have an impact on the natural environment. This would be, for example, when advising whether an ecological assessment would be required and what type would be needed. It would not need to be a planning ecologist specifically as the Council's biodiversity officer is a qualified ecologist so this element would be covered by their involvement. The Panel was satisfied we have adequate arrangements in place to ensure any conditions we might attach to a contract are actually being met.

2.7.8 The Panel recommend to Cabinet that they:

- Consider how the Council's approach to social value, localism, biodiversity and the natural environment can be further integrated and expanded in line with key principles and the current Council pilot reviewing this matter.
- Investigate how the impact of a contract's carbon footprint can be measured with the view to using this measure as part of the Council procurement practice.
- Increase the use of nature-based solutions in the Council's procurement practice when it is assessed as the most sustainable solution.

2.8 There are benefits in collaborating with partners and others in our procurement activities

2.8.1 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.

2.8.2 The Panel heard that in 'People' services there is a commissioning work plan that enables them to identify joint procurement activities, which is also a good way to identify and enable transformation opportunities with, for example, other organisations like health and the third sector.

2.8.3 The Panel also found there are regional commissioning and partnership arrangements in place to oversee wider joint activities. For example, a number of work streams are in situ under the West Glamorgan Transforming Complex Care arrangements which address any joint procurement implications.

In terms of the sector as a whole, I would like to comment on the third sector strategy arrangements between the local authority and the sector and the Compact that exists. Over the past 18 months the Compact has become a really strong forum for the third sector to be able to discuss concerns or issues directly with procurement colleagues and that has been a really positive way of building those relationships. I would praise the local authority for this and for, over the last few years, its growing emphasis on co-production around the specifications for services which are going to be sought from the third sector. Council has been really on board in working in a co-productive space to the extent that the law will allow, which is very positive.

Amanda Carr (SCVS) at roundtable meeting with the Panel on 21 Oct 2021

- 2.8.4 We were pleased to hear the positive comments from Amanda Carr about how the Compact arrangements are becoming a strong forum for the third sector. We would like to see this expanded further and the good practice learnt shared and used elsewhere in the Council where appropriate.
- 2.8.5 The Panel recognise working with our partners, service users and indeed the wider public to ensure our contracts and commissioning activities are fit for purpose is an important and a developing area. We heard Social Services have so far led in this area, with not purely contractual arrangements with organisations but more of a co-productive approach. The Panel was keen for this to be further developed.
- 2.8.6 Officers right across the Council are members of a large number of regional and professional networks which benefit the Council by sharing good practice and sharing skills and experience. The procurement category manager is the national procurement representative on the National Commissioning Board, which enables a national viewpoint to be established at a local and regional level.
- 2.8.7 The Panel recommend that Cabinet
- Maximises opportunities to involve service users and citizens in the procurement process which will lead to more collaborative, co-produced services.
- 2.9 Effective procurement needs a good framework for monitoring performance and measuring success essential for continuous improvement.**
- 2.9.1 Panel members were also reminded, all procurement activity is carried out against the backdrop of the requirements of the Council's Contract Procedure Rules and Internal Audit monitor the Council's adherence to these and report accordingly.
- 2.9.2 We heard contracts have individual specifications, which describe their performance requirements, and these are monitored by contract, commissioning leads and/or procurement officers.
- 2.9.3 Where the procurement method is via a framework, a framework manager is appointed to monitor the ongoing spend against a particular framework. Both the framework and the call-off contract contain legally binding terms and conditions, outlining both the contractor/supplier's and the client's obligations. Failure to adhere to those obligations could lead to damages being imposed against the contractor/supplier for non-performance or breach and ultimately being removed from the framework or termination of employment under the call-off contract.
- 2.9.4 The Panel also heard close links with the Authority's procurement section maintain consistency of approach and that regular team meetings, feedback and lessons learnt sessions ensure there is consistency of approach and both issues and good practice are shared.

2.9.5 The Panel believe, in order to ensure consistency, quality of service provision and to drive continuous improvement, it is of paramount importance procurement activities are monitored and performance measured against expectation. The Panel was keen to see the information collected is then reviewed and used to continually improve.

RECOMMENDATIONS

The Panel commends Cabinet to consider all issues and ideas raised by this inquiry and, in particular, the recommendations set out below.

The Panel recognises that the Authority

- (a) will need to ensure that any subsequent actions are legal and meet the requirements of any relevant legislation.
- (b) has a responsibility to make the best use of limited resources and that any additional costs will need to be considered carefully as part of the annual budget setting process.

The Panel has kept these principles in mind in the course of its investigations.

The Panel recommends that:

Long term challenges

- 3.1 The Council's approach to social value, localism, biodiversity and the natural environment be further integrated and expanded in line with their key principles and current Council pilot programme reviewing this matter.
- 3.2 Cabinet investigate how the impact of a contract's carbon footprint can be measured with the view to using this measure as part of the Council procurement practice.
- 3.3 Cabinet increase the use of nature-based solutions in the Council's procurement practice, when it is assessed as the most sustainable solution.

Medium term improvements

- 3.4 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 (including investigating as to whether this analysis should form part of the internal audit and/or performance monitoring process).
- 3.5 The Schools' Guide for Procurement is finalised to assist schools in understanding procurement rules and regulations and the best practice that they should follow when undertaking procurement.
- 3.6 Resources to support procurement activities be reviewed upon enactment of the new UK reform of the UK Public Contract Regulations and the Green Paper to ensure support is fit for purpose in addressing any new or expanded requirements.

- 3.7 Ensure that the Council develops and maintains direct links with local businesses including developing appropriate communication channels to alert them of up-coming procurement opportunities.
- 3.8 Cabinet maximises opportunities to involve service users and citizens in the procurement process which will lead to more collaborative, co-produced services.
- 3.9 Cabinet continues the work to address any areas of non-compliance in Council procurement activity.

Quick wins

- 3.10 The number of 'open days' are expanded to encourage local firms to tender for Council works and ensure that supplier feedback is obtained in order to understand the issues experienced by businesses, particularly SMEs, when bidding for Council contracts. The Panel felt that this could include for example roadshows and contract and/or subject specific events.
- 3.11 Cabinet works with the WLGA 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.
- 3.12 Cabinet increases the level of training for new starters by making procurement training a mandatory module for those involved in any procurement activity.
- 3.13 A working group is created for education procurement which includes representatives from schools and the Council's procurement team to help improve consistency in adherence to policy, ways of working and identifying gaps and finding common solutions. The group should consider issues such as addressing perception around building services quotes, to ensure schools have a better understanding of 'like for like' quotes.
- 3.14 Cabinet focus on reviewing documentation and contract design to further encourage SMEs locally to tender for Council works.

FURTHER SCRUTINY NEEDED

As well as our recommendations for the Cabinet we have also come across a number of issues that we believe may require further scrutiny. We propose to the Scrutiny Programme Committee, therefore, that it examines:

1. How procurement fits into our scrutiny work programme overall and whether there is scope to discuss this subject and relevant issues on an annual basis, whether via Performance Panel or as otherwise deemed appropriate. This could, for example, enable further exploration of issues in relation to the costing of repair/enhancement works within schools quoted for by the local authority and the importance of the quality/cost ratio (for example 70/30 quality/cost ratio).

ACKNOWLEDGEMENTS

The Panel is very grateful to everyone who contributed to the inquiry.

The Panel would, in particular, like to thank the following people for all of their help and for the information provided.

Cllr David Hopkins, Cabinet Member for Delivery and Operations
Cllr Rob Stewart, Leader and Cabinet Member for Economy, Finance and Strategy
Cllr Louise Gibbard, Cabinet Member for Supporting Communities
Cllr Robert Francis-Davies, Cabinet Member for Investment, Regeneration & Tourism
Cllr Robert Smith, Cabinet Member for Education Improvement, Learning and Skills
Chris Williams, Head of Commercial Services
Adam Hill, Deputy Chief Executive
Brian Roles, Head of Education Planning and Resources
Martin Nicholls, Director of Place
James Beynon, Category Manager / Senior Procurement Officer
Simon Cockings, Chief Auditor
Nigel Williams, Head of Building Services
Dave Howes, Director of Social Services
Jane Whitmore, Strategic Lead Commissioner
Lee Morgan, Category Manager / Senior Procurement Officer
Christopher Francis, Commissioning and Care Services
Christopher Parker, Computer Centre
Amanda Carr, Swansea Council for Voluntary Services
Mark Thomas, Days Fleet
Elgan Richards, Business Wales
Rhys Morgan, LBS Building Merchants

ABOUT THE INQUIRY PANEL

The **Procurement Scrutiny Inquiry Panel** is a team of Councillors who are not members of the Cabinet, appointed by the Council's Scrutiny Programme Committee. Inquiry Panels will examine a strategic issue of concern and make recommendations about how policies and services can be improved.

Members of the Panel

Chris Holley (Convener)

Phil Downing

Hazel Morris

Jeff Jones

Lyndon Jones

Peter Jones

Mandy Evans

Mike White

Brigitte Rowlands

Irene Mann

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The inquiry was supported by Michelle Roberts from the Council's Scrutiny Team.

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Scrutiny Inquiry into Procurement – Cabinet Action Plan

Recommendation		Action already being undertaken	New Action Proposed	Timescale	Responsible Officer
1.	The Council's approach to social value, localism, biodiversity and the natural environment be further integrated and expanded in line with their key principles and current Council pilot programme reviewing this matter.	As discussed at the Panel Council undertakes a broad range of work in this area.	New Well-Being Policy for Procurement to be considered	Apr 23	Chris Williams
2.	Cabinet investigate how the impact of a contracts carbon footprint can be measured with the view to using this measure as part of the Council procurement practice.	The Welsh Government is leading on this agenda and currently reviewing the all Wales system for such reporting.	Review this matter and build on existing work with the Welsh Government and integrate relevant outcomes into the procurement process on or before September 2023	Sep 23	Chris Williams and Geoff Bacon
3.	Cabinet increase the use of nature-based solutions in the Council's procurement practice, when it is assessed as the most sustainable solution.	As per recommendation 1.	Review this matter and integrate relevant outcomes into the procurement process on or before September 2023	Sep 23	Chris Williams and Geoff Bacon

4.	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 (including investigating as to whether this analysis should form part of the internal audit and/or performance monitoring process).	As per recommendation 1.	This work to be integrated to that considered in Recommendation 1 and the creation of a new policy and process for this area.	Apr 23	Chris Williams
5.	The Schools Guide for Procurement is finalised to assist schools in understanding Procurement rules and regulations and the best practice that they should follow when undertaking procurement.	Review of the Guide in process.	Schools guide to be completed	Oct 22	Chris Williams & Kelly Small
6.	Resources to support procurement activities be reviewed upon enactment of the new UK reform of the UK Public Contract Regulations and the Green Paper to ensure support is fit for purpose in addressing any new or expanded requirements.	Legislation is currently in development so its impact is not yet known / awaiting final draft.	Review dependent upon the publication timeline of new legislation (which at this time is not confirmed), so initial target date provided	Sep 23	Chris Williams
7.	The number of 'Open Days' are expanded to encourage local firms to tender for Council works and ensure that supplier feedback is obtained in order to understand the issues experienced by businesses particularly SMEs when bidding for Council contracts. The Panel felt	As discussed at the Panel the Council is involved in a broad range of activity supporting this area.	Review to be completed / forward calendar of events for 2023 to be developed	Jan 23	Chris Williams / all Heads of Service

	that this could include for example roadshows and contract and/or subject specific events.				
8.	Ensure that the Council develops and maintains direct links with local businesses including developing appropriate communication channels to alert them of up-coming procurement opportunities.	The Council publishes its opportunities in line with Welsh Government policy particularly the use of the open and transparent procurement portal 'Sell2Wales'.	Review to be completed by December 2022 to assess further opportunities to publish contract notices.	Jan 23	Chris Williams
9.	Cabinet maximises opportunities to involve service users and citizens in the procurement process which will lead to more collaborative, co-produced services.	Key principle enshrined in the well-being and social services act	This work will be implemented immediately	Oct 22	Chris Williams / all Heads of Service with particular focus on the Social Services area
10.	Cabinet continues the work to address any areas of non-compliance in Council procurement activity.	The Council focuses on this work to ensure compliance with its contract procedure rules contained in the Council Constitution	This work will be implemented immediately	Oct 22	Chris Williams and relevant Heads of Service
11.	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 Council is an active member of the WLGA and will pursue this agenda through its attendance at WLGA working groups.	This work will be implemented immediately	Oct 22	Chris Williams

12.	Cabinet increases the level of training for new starters by making procurement training a mandatory module for those involved in any procurement activity.	General support provided as required	Issue to be reviewed with indicative time-line of April 2023 for development of new module	Apr 23	Chris Williams and Rachael Davies
13.	A working group is created for education procurement which includes representatives from Schools and the Council's procurement team to help improve consistency in adherence to policy, ways of working and identifying gaps and finding common solutions. The group should consider issues such as addressing perception around building services quotes, to ensure Schools have a better understanding of 'like for like' quotes.	There are working groups in existence between Council Officer with Schools to review issues and these structures will be reviewed in order to meet this recommendation.	Introduction from September 2022 onwards	Autumn 2022	Chris Williams and Kelly Small
14.	Cabinet focus on reviewing documentation and contract design to further encourage SMEs locally to tender for Council works.	This work is already considered.	This will be integrated into the daily work of the Council and as such will be an ongoing activity, so implemented immediately	Oct 22	Chris Williams / all Heads of Service

Appendix C - Integrated Impact Assessment Screening Form

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

Which service area and directorate are you from?

Service Area:

Directorate:

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
- X 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:

Cabinet response to Scrutiny Inquiry into Procurement

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

	High Impact		Medium Impact		Low Impact		Needs further Investigation	No Impact
	+	-	+	-	+	-		
Children/young people (0-18)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X
Older people (50+)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X
Any other age group	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X
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"/>	X
Disability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X
Race (including refugees)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X
Asylum seekers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X
Gypsies & travellers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X
Religion or (non-)belief	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X
Sex	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X
Sexual Orientation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X
Gender reassignment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X
Welsh Language	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X
Poverty/social exclusion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X
Carers (inc. young carers)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X
Community cohesion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X
Marriage & civil partnership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X
Pregnancy and maternity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X
Human Rights	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X

Appendix C - 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**

Such activity may take place as specific actions developed, but at this stage the paper is stating strategic intent / considering development options rather than reach final decisions.

Q4 Have you considered the Well-being of Future Generations Act (Wales) 2015 in the development of this initiative:

- a) Overall does the initiative support our Corporate Plan's Well-being Objectives when considered together?
Yes No
- b) Does the initiative consider maximising contribution to each of the seven national well-being goals?
Yes No
- c) Does the initiative apply each of the five ways of working?
Yes No
- d) Does the initiative meet the needs of the present without compromising the ability of future generations to meet their own needs?
Yes No
-

Q5 What is the potential risk of the initiative? (Consider the following impacts – equality, socio-economic, environmental, cultural, legal, financial, political, media, public perception etc...)

High risk

Medium risk

Low risk

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

Yes No If yes, please provide details below

The future impact of actions, based on the strategic intent set out in the Cabinet Report, will be to support the development of activity in line with the Well-Being Of Future Generations Act, and specific actions arising will each be subject to separate Cabinet decisions.

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

Yes No If yes, please provide details below

Appendix C - Integrated Impact Assessment Screening Form

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?

None at this stage / future impacts arising from this work are discussed in question six, but they will be subject to separate Cabinet decisions.

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)

At this stage is there are no negative impacts rather the proposed strategic direction is a positive endorsement of the Well-Being of Future Generations Act, and future decisions will be subject to appropriate Cabinet decisions / the relevant decision-making framework.

(NB: This summary paragraph should be used in the 'Integrated Assessment Implications' section of corporate report)

Full IIA to be completed

Do not complete IIA – please ensure you have provided the relevant information above to support this outcome

NB: Please email this completed form to the Access to Services Team for agreement before obtaining approval from your Head of Service. Head of Service approval is only required via email.

Screening completed by:
Name: Chris Williams
Job title: Head of Commercial Services
Date: 24th of August 22

Approval by Head of Service:
Name: Chris Williams
Position: Head of Commercial Services
Date: 24th of August 2022

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

Agenda Item 18.



Report of the Cabinet Member for Education & Learning

Cabinet - 20 October 2022

Capital Programme Authorisation for the Remodelling of a Hard-Standing Area and Installation of a 2G Pitch on Land at Pontarddulais Comprehensive School

Purpose:	<p>To seek approval to commit £464,722 to the capital programme which includes funding as follows:</p> <ul style="list-style-type: none">£200,000 from Swansea Council£30,000 from Swansea Council Play Fund£15,000 from Swansea Council Members Capital Fund£9,000 Ward Members Community Budget£210,722 Community Focused Schools Funding <p>for the scheme for the remodelling of a hard-standing area and installation of a 2G all-weather surface facility on the existing land at Pontarddulais Comprehensive School,</p> <p>To comply with Financial Procedure Rule 7 – to commit and authorise a new project to the Capital Programme.</p>
Policy Framework:	Council Constitution – Financial Procedure Rule 7, Capital Budget & Programme 2021/22
Consultation:	Education, Finance, Local Planning Authority, Legal, Cultural Services, Corporate Building Services, Procurement, Access to Services, Corporate Health and Safety and Wellbeing Service
Recommendation(s):	<p>It is recommended that:</p> <ol style="list-style-type: none">1) A total of £464,722 (including the previously approved £254,000) is committed to the capital programme for the remodelling of a hard-surface play area (old tennis courts) and the installation of a 2G all-weather surface at Pontarddulais Comprehensive School.

Report Authors:	Dylan Jenkins / Louise Herbert-Evans
Finance Officer:	Ben Smith
Legal Officer:	Pam Milford
Access to Services Officer:	Catherine Window

1. Introduction

- 1.1 In June 2021 Cabinet approved the commitment of £254,000 to the capital programme for the remodelling of a hard-surface play area (old tennis courts) and the installation of a 2G all-weather surface facility at Pontarddulais Comprehensive School.
- 1.2 Since then the project has been tendered which has returned a significantly higher project cost, which is detailed later in this report. This report is seeking approval to increase the commitment to the capital programme for this project to £464,722.

Background

- 1.3 Pontarddulais Comprehensive School does not have an all-weather sports facility for pupil and/or community use. This is a situation the school wish to rectify especially given the context of the community that the school serves and the lack of such facilities for the community, i.e. the demand for the use of all-weather facilities for sport far outreaches the supply, therefore there is a clear need for additional facilities of this kind. The current tarmacadam sports area (old tennis courts) is outdated and inappropriate for curriculum provision, training and fixtures.
- 1.4 The climate is such that the weather often restricts the amount of sport that can be enjoyed during certain times of the year. Having an all-weather surface will mean that pupils and the wider community can enjoy sport activities all year round and it will greatly improve the school curriculum provision as well as significantly increasing the level of community use.
- 1.5 Sport is part of the national curriculum and identity. Sport is beneficial for all and teaches us and our children how to rise to a challenge, develop resilience, nurture character and discipline that will help to develop skills to achieve in life. Above all, sport is fun. This project will leave a long-lasting legacy for many years to come for our pupils and the wider community.
- 1.6 Pontarddulais Comprehensive is a growing 11-16 secondary school in the heart of Pontarddulais and links closely with the five partner primary schools (Llangyfelach, Pengelli, Penllergaer, Pontarddulais and Pontlliw). Within Pontarddulais, 20% of the population live in the most deprived wards in Wales (pockets of poverty). The school itself has pupils in receipt of free school meals approaching nearly 20%. Pupils with additional

learning needs total 23% and the school also has a Specialist Teaching Facility (STF) for children and young people who have profound and multiple learning needs and disabilities.

- 1.7 It is important that Pontarddulais Comprehensive School provides the best facilities it can for its pupils and that the quality of provision does not fall behind that of other schools. All children deserve the best standard of education possible and this project will help achieve that.
- 1.8 The school has a strong focus on community, extra-curricular and sports programmes which extends to the wider community. However, it is limited as to the 'offer' it can provide its pupils and community since the lack of an all-weather facility restricts the provision of training and/or matches for the school and local grass root clubs. This puts the school at a significant disadvantage. The successful delivery of this project will meet the community's and school's best interests, enhancing further and fully protecting, a Council owned asset with positive impacts for all stakeholders.

2. Description of project

- 2.1 The school intends to install a 61m x 35m 2G pitch on the old tennis courts. There will be perimeter kerbs, shock pad & synthetic carpet, twin wire mesh panel perimeter fence, floodlighting and a perimeter path along two sides with some seating/shelters.
- 2.2 A 2G pitch is a synthetic surface consisting of 2 elements; Shockpad and Synthetic Carpet.
- 2.3 2G pitches have many benefits including;
 - They can be built to individual requirements and specifications;
 - They are all weather facilities yet look and feel like grass;
 - They are environmentally friendly;
 - They are low maintenance;
 - They can withstand intense usage (no requirement to wait for a change of weather for grass to 'repair' itself);
 - They reduce the risk of injury to players.
- 2.4 A Multi Use Games Area (MUGA) enables a variety of games to be played in one area.
- 2.5 The hard-standing area is underused and not fit for purpose. The school wishes to provide a 21st Century facility to benefit pupils from our school as well as pupils from other schools whether it be as a school team or local clubs.
- 2.6 Although the hard standing is unsuitable in its present form, it does provide a good base for an all-weather surface which would allow the school to enhance the sporting facilities that it can already offer.

- 2.7 The project initially commenced in 2019 but due to a lack of funding could not progress beyond some initial quotations. More recently, and as a result of a financial commitment from the local authority, further discussion and consultation has taken place, including with the Education Directorate, Finance, Corporate Property Services, Procurement, Planning and the Sustainable Drainage Systems Officer (SuDs).
- 2.8 The project is being undertaken by Corporate Building Services on behalf of the school. The school surveyor has managed the pre-construction phase design, including carrying out the necessary site investigations.
- 2.9 The project required planning approval and there was also a requirement for a sustainable drainage application. The sustainable drainage element has caused a significant delay in the project moving forward and has also resulted in increased costs.
- 2.10 Although initially it was expected that the laying of the artificial turf could go directly onto the tarmacadam surface, this is not possible, and it is now proposed that the existing surface will be broken up and used as part of the sub-base.

Project timeline

The draft timeline for the project is below:

Activity	Dates
Initial feasibility and design	4 weeks to 02/06/21.
Planning process	Planning approval 11-04-22 Sustainable Drainage Application approval 15/06/22
Procurement process	Out to tender 08/07/22 Closing date for tenders was 08/08/22.
Start of construction	3 weeks to 25/09/22
Completion of construction	12 weeks to 27/11/22

3. Health & Safety, Fire Evacuation and First Aid

- 3.1 Lettings, which will take place in the evenings and weekends, will have minimal impact on parking around the site as nearly all staff have left the site by 4:00 - 4:30pm. With bookings not commencing until 5:00pm at the earliest there will be sufficient spaces, i.e. the school currently has 70 spaces on site for after hour visitors. Therefore, the project would not add pressure to car parking or site access.
- 3.2 Patrons will have full access to the parking facilities on site after hours. In addition, patrons will be able to use the drop off zone at the front of the school (bus bay area – 2 lanes and a further single lane with parking for 8

vehicles. A one-way system is operated in this area). This will be beneficial to users of the all-weather facility as many young people will be dropped off/picked up and as such parents/carers will not require parking. This will make for a more organised and safe site when people are arriving and leaving by using the central walkway which is away from the main car park.

- 3.3 Fire evacuation. During normal school hours the all-weather surface facility (replacing the old tennis courts) will continue to be the assembly point for pupils in years 7 and 9 as well as staff, visitors and contractors as per our existing emergency action plan. New signage will be acquired and placed on display so that pupils and staff continue to be aware of where to assemble.
- 3.4 There will be a member of staff on site at all times during out of hours operation who will have responsibility for securing the site when all patrons have left. The duty officer will perform the fire coordinator role/task, liaise with users ensuring all are accounted for, and communicating with the fire service.
- 3.5 The designated assembly point for evening users is the bus bay area at the front of the school. This is a well-lit area, accessible without entering the building, and a good point to liaise with the duty officer. There is also clear and appropriate signage.
- 3.6 It will be the users, who shall be responsible for taking a register of participants, and then checking all patrons at the assembly point, before communicating this to the duty officer.
- 3.7 Lettings customers will be made aware of these procedures as part of their lettings contract procedures and as part of the letting arrangements and agreement. There will be three fire drills practiced annually with users and this will be documented. The school's current evening procedures and plan is already embedded in the existing emergency action plan.
- 3.8 Suitable arrangements will be put in place to ensure cover for First Aid.
- 3.9 There are sufficient clubs requiring the use of such a facility for the school to be confident of achieving the target income. The school will complete the usual landlord lettings consent application forms for bookings.

4. Procurement

- 4.1 The project has been developed with associated parties and is being managed by Corporate Building Services who are working directly with the school.
- 4.2 The project has been tendered in accordance with the Council's Contract Procedure Rules.

5. Legal Implications

- 5.1 The school and the Council, as applicable, will need to comply with the terms and conditions attached to any grant funding.
- 5.2 All contracts for works necessary to deliver the project must be procured in accordance with the Council's Contract Procedure Rules and the relevant Procurement Regulations as appropriate. The contractual liabilities/obligations of the Council and any appointed contractor(s) will be covered by the individual contract(s) entered into.

Third party lettings

The school will follow the third-party lettings consent process;

<http://www.swansea.gov.uk/staffnet/lettingsconsent>

This requires schools to request authorisation from the Corporate Landlords service (FM) to let its facility/premises to a third party organisation.

6. Financial Implications

Capital

- 6.1 The revised cost plan following receipt of tenders is below;

Construction & project contingency	£366,878
Planning & Building control	£960
Ecology survey	£650
SAB Design	£19,747
Pitch Design	£3,950
Ground investigation	£6,828
Shelters and storage	£25,808
Fees	£39,901
Total	£464,722

- 6.2 The previously approved funding was;

i.	Swansea Council	£200,000
ii.	Swansea Council Play Fund	£30,000
iii.	Swansea Council Ward Members Capital Fund	£15,000
iv.	Ward Members Community Budget	£9,000

- 6.3 In order to meet the shortfall it is proposed to allocate the additional funding below from the Community Focussed Schools Grant which has already been committed to the Capital Programme by virtue of the Cabinet Report of the 21 July 2022 Capital Programme Authorisation for the Commitment of Capital Grant Funding awarded for Community Focused Schools.

- 6.4 The aim of the Community Focused Schools Grant is to safely adapt and effectively open schools outside traditional hours.

Revenue

- 6.5 A breakdown of expected income and expenditure is attached as appendix A. The school will operate the facility for out of hours use.
- 6.6 The school has been approached by local clubs who either do not currently have their own training facilities or have to travel further than they would like. It also enables those families without transport to be able to access the facility. All of these clubs have indicated that they would wish to use the facility as their regular training ground on a weekly basis as well at the weekend and during holidays for summer schools and similar events.
- 6.7 There are no additional staffing costs in the evenings while the school continues with the same opening hours as there is a leisure facility within the school building which can run until 10.00pm. Any increase in demand for weekend use would incur additional costs for the attendant but would easily be covered by lettings charges.
- 6.8 The school intends to use the sinking fund facility which the Council has recently introduced at a cost of £25,000 per annum through the income generated. This will allow the school to replace the cost of the artificial carpet when it comes to the end of its lifespan, i.e. around 12 - 15 years. As will be seen from the summary in the appendix, even with the minimum income scenario, there is sufficient income to cover this annual amount as well as generating additional funds.
- 6.9 The anticipated annual maintenance charges will be in the region of £2,380 based on similar sized pitches in other schools and from guidance received from providers of these facilities. The total cost of the sink fund (£25,000) and maintenance (£2,380) is £27,380 per annum. This cost will be covered by the minimum level of bookings expected and the school will be left with a healthy remaining balance to invest in maintaining the facility, enhancing it further or even investing in other school facilities as and when required.
- 6.10 The calculation based on evening usage (autumn and winter) for electricity usage is £3,255.
- 6.11 Calculations for additional opening hours in the evening are also included in appendix A

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 and Future Generation 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 Act.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.

Our Integrated Impact Assessment (IIA) process ensures that we have paid due regard to the above.

7.2 The completed Integrated Impact Assessment Screening form is attached (Appendix B) and a full IIA report is not required.

7.3 Where the estimated cost of an individual project exceeds £150,000 but not £1 million, and the project is not materially changed from the scheme included in the approved capital programme, then a report, as detailed above, must be approved by the relevant Cabinet Member and Director, the Chief Finance Officer and the Chief Legal Officer. The relevant Director shall forward a copy of the report to the Head of Democratic Services for publication. Following publication and subject to “call-in” the relevant Director and the Chief Finance Officer may proceed to implement the report decision.

7.4 This development would have a positive impact on children and young people as well as people of all ages in the community who will access the facility. The whole school community and local clubs will be kept engaged to ensure that the benefits are realised for everyone. The proposed development fits within the expectations and considerations of the WFG with no risk in their implementation. The cumulative impact is seen as very positive.

Background Papers:

Cabinet Report 17 June 2021 Capital Programme Authorisation for the Remodelling of a Hard-Standing Area and Installation of a 2G Pitch on Land at Pontarddulais Comprehensive School.

Cabinet Report 21 July 2022 Capital Programme Authorisation for the Commitment of Capital Grant Funding awarded for Community Focused Schools

Appendices:

Appendix A Financial implications
Appendix B IIA Screening

FINANCIAL IMPLICATIONS : SUMMARY

Appendix A

Portfolio: EDUCATION

Service : PRIMARY /SECONDARY SCHOOL PROVISION

Scheme : All Weather Surface Facility at Pontarddlais Comprehensive School

<u>1.1. CAPITAL COSTS</u>	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	TOTAL £'000
<u>Expenditure</u>	465				
EXPENDITURE	465	0	0	0	465
<u>Financing</u>	-				
Swansea Council	200				
Swansea Council Play Fund	30				
Swansea Council Ward Members Capital Fund	15				
Ward Members Community Budget	9				
Community Focused Schools Funding	211				
FINANCING	465	0	0	0	465
<u>1.2. REVENUE COSTS</u>	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	TOTAL £'000
<u>Service Controlled - Expenditure</u>	-				
Employees	4	6	6	6	22
Maintenance & Electricity	5	6	6	6	23
Sinking Fund	8	25	25	25	83
NET EXPENDITURE	17	37	37	37	128
<u>Financing</u>	-				
Lettings income	22	67	68	70	227
FINANCING	22	67	68	70	227
CLEARED FUNDS	5	30	31	33	99

2022/23 is only December to March

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

Which service area and directorate are you from?

Pontarddulais Comprehensive School

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: Remodelling of a hard-standing area and installation of a 2G all-weather surface on existing land at Pontarddulais Comprehensive School. The location will be the old tennis courts which are no longer fit for purpose.

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

	High Impact		Medium Impact		Low Impact		Needs further investigation
	+	-	+	-	+	-	
Children/young people (0-18)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Older people (50+)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Any other age group	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Future Generations (yet to be born)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Disability	<input 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 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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Carers (inc. young carers)	<input 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"/>

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.

There have been meetings with local sports organisations, Pontarddulais Cricket Club, Pontarddulais Rugby Club, Pontarddulais Football Club, Dulais Netball to gauge the demand for such a facility. Initially this was to discuss a 3G provision but that was not achievable given that the level of funding was initially between £200,000 and £250,000. There has been regular contact with the Local Authority including the involvement of Councillor Philip Downing and the Leader, Councillor Rob Stewart. This scheme has been discussed at school level with pupils and staff as well as the Governing Body.

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 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 proposal will only have a positive impact on the pupils attending the school as well as the community as a whole by providing a facility which is not currently available. It will enable easy access to those people within the community who do not have access to transport.

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)**

This development would have a positive impact on children and young people as well as people of all ages in the community who will access the facility. The whole school community and local clubs will be kept engaged to ensure that the benefits are realised for everyone. The proposed development fits within the expectations and considerations of the WFG with no risk in their implementation. The cumulative impact is seen as very positive.

(NB: This summary paragraph should be used in the relevant section of corporate report)

Full IIA to be completed

Do not complete IIA – please ensure you have provided the relevant information above to support this outcome

NB: Please email this completed form to the Access to Services Team for agreement before obtaining approval from your Head of Service. Head of Service approval is only required via email.

Screening completed by:
Name: Dylan Jenkins
Job title: Head of Resources
Date: 12-05-21
Approval by Headteacher:
Name: Gareth Rees
Position: Headteacher
Date: 14-05-21

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

Agenda Item 19.



Report of the Cabinet Member for Education and Learning

Cabinet – 20 October 2022

Regional Education Consortium Budget for Partneriaeth 2022-2023

Purpose:	To seek Cabinet approval of the first annual budget (2022-2023) for the Partneriaeth Regional Education Consortium, including the contributions of each Council and for Cabinet to note the assumptions and estimates made in compiling the budget for 2022-2023.
Policy Framework:	Partneriaeth Legal Agreement National Model for Regional Working
Consultation:	Access to Services, Finance and Legal.
Recommendation(s):	It is recommended that: 1. Cabinet approve the first annual budget (2022-2023) for the Regional Education Consortium, Partneriaeth as set out in paragraph 3 below.
Report Author:	Helen Morgan-Rees
Finance Officer:	Ben Smith
Legal Officer:	Tracey Meredith
Access to Services Officer:	Rhian Millar

1. Introduction

- 1.1 The legal agreement relating to the Partneriaeth regional education consortium between (1) Carmarthenshire County Council, (2) Pembrokeshire County Council and (3) The Council of the City and County of Swansea was completed on 20 April 2022 (“the Legal Agreement”). The Legal Agreement provides that the following is a matter reserved for each of the Councils: ‘Approving the first Annual Budget of the Partneriaeth and any subsequent Annual Budget which would exceed the scope of the authority delegated to the Joint Committee within its terms of reference’. The Annual Budget is defined in the Legal agreement as “the itemised summary of intended income (to include Government Funding) and revenue and capital expenditure for each financial year”. It is therefore

requested that Cabinet consider and approve the first Annual Budget of Partneriaeth, which was endorsed by the Partneriaeth Joint Committee on 29 April 2022.

2. Assumptions and estimates

- 2.1 The funding for the Regional Consortium School Improvement Grant (RCSIG) is indicative only and is subject to change by Welsh Government. It is assumed that it will be paid direct to Partneriaeth for 2022-2023 (it was paid direct to Councils in 2021-2022).
- 2.2 For budgeting purposes, where elements of the Regional Consortium School Improvement Grant (RCSIG) and Pupil Development Grant (PDG) are still to be confirmed, the funding level has been excluded as agreement will need to be made as to the distribution from Partneriaeth via the Strategic Group (Directors) using agreed formulae in the future.
- 2.3 No commissioning of Partneriaeth services by other Councils, including Neath Port Talbot, Ceredigion and Powys has been included within this budget, for prudence and due to the “TBC” status of these funding streams within the indicative funding, other than the Higher Level Teaching Assistant and future leaders programme for Neath Port Talbot (assumed £80k).
- 2.4 All posts for 2022-2023, both filled and vacant, have been included:
 - A 4.0% pay increase from April 2022 has been budgeted for anyone on the non-teaching pay grades.
 - Salaries for all other staff have remained the same for the period April to August 2022, as their increases do not come into effect until September 2022, with a 4.0% pay increase budgeted for September 2022 to March 2023.
 - Remote working will continue for this period due to uncertainty around Covid-19 and to reduce costs.
 - Service Level Agreements (SL’s) costs have been re-calculated for the Partneriaeth structure when compared with the ERW structure, including the Principal Accountant and the Accounting Technician moving into the Finance SLA.
 - Audit Wales have yet to confirm their external audit service fees for 2022-2023.
 - £20k has been included for laptop replacements, to ensure technology is fit for purpose, especially as agile working is to continue.

3. Partneriaeth Budget 2022-2023

- 3.1 The total contributions of the three Councils for 2022-2023 will be £300,000, following a request by Directors to reduce the contributions from 2021-2022 levels. The contribution of each Council is calculated by dividing the total contribution of the Councils on a pro rata basis between the Councils based on:
(i) the number of learners in each Council’s administrative areas as detailed in PLASC-20 figures as a proportion of the aggregate number of learners (used to calculate 80% of Council contributions); and (ii) the number of schools within each Council area as a pro rata share of the total number of schools in the region (used to calculate 20% of Council contributions). The required contribution of

each Council is shown in the table below: The increase in contribution levels for 2020-2021 was due to a requirement to fund the ERW structure following the review and reform work undertaken in 2019 as outlined in the report considered and approved by the ERW Joint Committee on 9 December 2019. Powys contributed £34,139 for 2021-22 (5/12ths), they have received no services from 1 September 2021. Neath Port Talbot County Borough Council left ERW on 31 March 2020 and Ceredigion County Council left ERW on 31 March 2021.

Local Authority	ERW Contribution 2019-2020 £	ERW Contribution 2020-2021 £	ERW Contribution 2021-2022 £	Partneriaeth Contribution 2022-2023 £
Powys	33,535	81,934	34,139	-
Pembrokeshire	33,895	79,898	79,898	65,370
Carmarthenshire	33,167	123,998	123,998	107,160
Swansea	69,998	150,785	150,785	127,470
Ceredigion	18,692	43,741	-	-
NPT	40,713	-	-	-
Total	250,000	480,356	388,820	300,000

Service Level Agreements (SLAs)

In accordance with the Legal Agreement, a Council can be appointed by the Joint Committee as a Lead Council to discharge a certain function on behalf of the Partneriaeth. The discharge of those functions is to be covered by SLA and the associated costs are rechargeable to the Partneriaeth. The Annual Budget presented within this report includes the rechargeable Lead Council costs associated with the SLAs as set out below.

SLAs	ERW 2021-2022 £	Partneriaeth 2022-2023 £
Committee Services (Carmarthenshire)	5,000	5,000
Scrutiny (Swansea)	5,000	5,000
Finance (Pembrokeshire)	40,000	121,000
Internal Audit (Pembrokeshire)	25,000	26,000
Human Resources	20,000	6,000
Information Technology	24,000	31,000
Procurement	20,000	20,000
Total Budgeted SLAs	139,000	214,000

The reason for the increase in the Finance SLA is that the Principal Accountant and the Accounting Technician are now included. Previously they were part of the ERW Local Authority.

Budgeted Expenditure	Core Funded £'000	Grant Funded £'000	Total £'000
Staffing costs			
Salaries, Secondments, Specialists		1,930	1,930

Travel, Subsistence, Training & Development		15	15
IT Hardware & Mobiles	8	12	20
Total staffing costs	8	1,957	1,965
Development and running costs			
Rent and accommodation	25		25
General office expenses	7		7
Stationery, telephone and photocopying	5		5
Translation		40	40
Software and marketing	26		26
Service level agreements	214		214
External audit	15		15
Business plan objectives		3,058	3,058
Total development and running costs	292	3,098	3,390
Estimated total expenditure	300	5,055	5,355
Budgeted income	Core Funded £000	Grant Funded £000	Total £000
LA contributions	300		300
Grant Funding REGIONAL CONSORTIUM SCHOOL IMPROVEMENT GRANT		4,159	4,159
Grant Funding REGIONAL CONSORTIUM SCHOOL IMPROVEMENT GRANT EIG Retained		841	841
PDG Co-ordinator			
Estimated Total Income	300	5,055	5,355

The above does not include an estimate for Pupil Development Grant for Looked After Children, as this is 'TBC' by Welsh Government, however, 10% is usually retained to carry out work across the region in line with the Business Plan approved by the Joint Committee and the Looked After Children Plan approved by the Directors of Education. It is suggested that 10% be made available for this purpose once funding is confirmed.

The £80k from NPT outlined above is included in the £4.159m in the table.

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.

4.1.1 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'.

4.1.2 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.

4.2 A full IIA report was completed in readiness for Cabinet in November 2021 when the draft Legal Agreement was approved. However, an IIA screening form was completed for this report and it was determined that a full IIA report was not required.

5. Financial Implications

5.1 The core contribution from Swansea Council is £27k less than previous core contribution to education region.

6. Legal Implications

6.1 The Legal Agreement for Partneriaeth requires that the first annual budget is approved at each of the Council's Cabinets.

Background Papers: None

Appendices: Appendix A – IIA Screening Form

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

Which service area and directorate are you from?

Service Area: Education Resources and Planning

Directorate: Education

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:

First annual budget of new regional education partnership

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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input 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 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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Poverty/social exclusion	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input 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 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

**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**

When the new Legal Agreement for Partneriaeth was drafted considerable co-production between the three partner local authorities was undertaken to ensure that legal officer, finance officers and Directors of education contributed. The new Legal Agreement (previously assessed fully with an IIA report) requires that the first annual budget of Partneriaeth be approved by each of the three partner Councils, via Cabinet.

Q4 Have you considered the Well-being of Future Generations Act (Wales) 2015 in the development of this initiative:

- a) Overall does the initiative support our Corporate Plan's Well-being Objectives when considered together?
Yes No
- b) Does the initiative consider maximising contribution to each of the seven national well-being goals?
Yes No
- c) Does the initiative apply each of the five ways of working?
Yes No
- d) Does the initiative meet the needs of the present without compromising the ability of future generations to meet their own needs?
Yes No

Q5 What is the potential risk of the initiative? (Consider the following impacts – equality, socio-economic, environmental, cultural, legal, financial, political, media, public perception etc...)

High risk

Medium risk

Low risk

Q6 Will this initiative have an impact (however minor) on any other Council service?
 Yes No **If yes, please provide details below**

Q7 Will this initiative result in any changes needed to the external or internal website?
 Yes No **If yes, please provide details below**

Q8 What is the cumulative impact of this proposal on people and/or communities when considering all the impacts identified within the screening and any other key decisions affecting similar groups/ service users made by the organisation?

Integrated Impact Assessment Screening Form

The cumulative impact of the proposal is a better integration of services across three councils than could be expected if one council tried to deliver the same service in isolation. By contributing to a formal partnership, Swansea's school workforce will access similar professional learning opportunities to those on offer in other parts of Wales. Partneriaeth will be a part of cross-consortia collaboration in Wales and demonstrate equal ambition for high quality teaching and leadership learning.

Outcome of Screening

Q9 Please describe the outcome of your screening using the headings below:

There is no need to repeat the full integrated impact assessment report created in November 2021 for the purpose of approving the new Legal Agreement. This IIA screening, covers an element within the Legal Agreement, namely, approval of the first Partneriaeth budget by Cabinet.

Full IIA to be completed

Do not complete IIA – please ensure you have provided the relevant information above to support this outcome

Screening completed by:
Name: Helen Morgan-Rees
Job title: Director of Education
Date: 27 September 2022

Approval by Head of Service:
Name: Kelly Small
Position: Head of Education Planning and Resources
Date: 28 September 2022

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