



## City and County of Swansea

### Notice of Meeting

You are invited to attend a Meeting of the

## Cabinet

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

**On:** Thursday, 17 November 2022

**Time:** 10.00 am

**Chair:** Councillor Rob Stewart

**Membership:**

Councillors: 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 and A H Stevens

**Watch Online:** <https://bit.ly/3DqY2Bv>

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

**You are welcome to speak Welsh in the meeting.**

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

### Agenda

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1. **Apologies for Absence.**

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

[www.swansea.gov.uk/disclosuresofinterests](http://www.swansea.gov.uk/disclosuresofinterests)

3. **Minutes.**

To approve & sign the Minutes of the previous meeting(s) as a correct record.

1 - 6

4. **Announcements of the Leader of the Council.**

5. **Public Question Time.**

Questions can be submitted in writing to Democratic Services [democracy@swansea.gov.uk](mailto:democracy@swansea.gov.uk) up until noon on the working day prior to the meeting. Written questions take precedence. Public may attend and ask questions in person if time allows. Questions must relate to items on the open part of the agenda and will be dealt within a 10 minute period.

6.	Councillors' Question Time.	
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**Next Meeting:** Thursday, 15 December 2022 at 10.00 am



**Huw Evans**  
**Head of Democratic Services**  
**Tuesday, 8 November 2022**

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**Contact: Democratic Services - Tel: (01792) 636923**

# Agenda Item 3.



**City and County of Swansea**

**Minutes of the Cabinet**

**Multi-Location Meeting - Gloucester Room, Guildhall / MS**

**Teams**

**Thursday, 20 October 2022 at 10.00 am**

**Present:** Councillor R C Stewart (Chair) Presided

**Councillor(s)**

C Anderson  
H J Gwilliam  
A S Lewis  
A H Stevens

**Councillor(s)**

R Francis-Davies  
D H Hopkins  
A Pugh

**Councillor(s)**

L S Gibbard  
E J King  
R V Smith

**Officer(s)**

Huw Evans  
Tracey Meredith  
Martin Nicholls  
Ben Smith

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

**Also present**

Councillor(s): P M Black, C A Holley

**Apologies for Absence**

Councillor(s): - Nil

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## 61. 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 L S Gibbard & A Pugh declared a Personal Interest in Minute 68 "Local Authority Governor Appointments".
- 2) Councillor R V Smith declared a Personal & Prejudicial Interest in Minute 68 "Local Authority Governor Appointments" and stated that he had dispensation from the Standards Committee to Stay, Speak but Not Vote on matters relating to the Appointment of Local Authority Governors.
- 3) Councillor D H Hopkins declared a Personal & Prejudicial Interest in Minute 68 "Local Authority Governor Appointments" and withdrew from the Meeting prior to its consideration.
- 4) Councillor E J King declared a Personal Interest in Minute 73 "Workforce Strategy 2022-2027".

**62. Minutes.**

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

- 1) Cabinet held on 8 September 2022.
- 2) Cabinet held on 29 September 2022.

**63. Announcements of the Leader of the Council.**

**a) Fiscal Adjustment / Mini Budget**

The Leader of the Council referred to the recent Fiscal Adjustment / Mini Budget stating that it had significantly impacted on the value of the Pound (£) against the US Dollar (\$). This in turn has raised pressure on the Council's energy bill.

He called on those with influence to lobby the UK Government to extend the extend the Energy cap beyond 1 March 2023.

**64. Public Question Time.**

No questions were asked.

**65. Councillors' Question Time.**

No questions were asked.

**66. Pre Decision Scrutiny Feedback - Oracle Project Investment Update. (Verbal)**

Councillor P M Black provided Pre-Decision Scrutiny Feedback on the Oracle Project Investment.

**67. Oracle Project Investment Update.\***

***Call In Procedure - Subject to Pre-Decision Scrutiny: This decision is exempt from the Authority's Call In Procedure as "the decision has been subject to Pre-Decision Scrutiny and there is no material change in relevant information / evidence".***

The Cabinet Member for Economy, Finance and Strategy & the Cabinet Member for Service Transformation jointly submitted a report that provided an update on the Oracle Fusion project and sought approval for additional investment in the project to meet unavoidable costs associated with the pandemic and recovery from it.

**Resolved** that the revised plan and timeline for the implementation of the Oracle project together with further investment as outlined in Paragraph 4.1 of the report be approved.

**68. Local Authority Governor Appointments.**

The Local Authority Governors Appointment Group submitted a report, which sought approval of the nominations submitted to fill Local Authority (LA) Governor vacancies on School Governing Bodies.

**Resolved** that:

- 1) The following nominations recommended by the Director of Education in conjunction with the Cabinet Member for Education & Learning be approved:

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

**69. Estyn Inspection Outcomes for Local Government Education Services in Swansea.**

The Cabinet Member for Education & Learning submitted a report that provided the outcomes from the 2022 Estyn Inspection of Local Government Education Services in Swansea.

**Resolved** that the findings from the 2022 Estyn Inspection be noted.

**70. Quarter 1 2022/23 Performance Monitoring Report.**

The Cabinet Member for Corporate Service & Performance submitted a report that provided the corporate performance for quarter 1 2022/2023.

**Resolved that:**

- 1) 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 be noted.
- 2) 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 be endorsed.

**71. Proposed Renewed/Extended Lease of the Dylan Thomas Theatre.**

The Cabinet Member for Culture & Equalities & Cabinet Member for Corporate Service & Performance jointly submitted a report that sought 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.

**Resolved that:**

- 1) 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 be approved.
- 2) Authority be delegated 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.

**72. Litter Bin Strategy.**

The Cabinet Member for Community submitted a report that sought to approve the Litter Bin Strategy.

**Resolved that:**

- 1) Swansea's Litter bin Strategy as set out in Appendix 1 of the report be approved.

**73. Workforce Strategy 2022-2027.**

The Cabinet Member for Corporate Service & Performance submitted a report that sought to approve the Workforce Strategy 2022-2027.

**Resolved that:**

- 1) The proposed Workforce Strategy 2022-2027 and associated Action Plan be approved.
- 2) An assessment of progress be reported back to Cabinet in October 2023.

**74. Post-Pandemic Working Model.**

The Cabinet Member for Corporate Service & Performance submitted a report that sought endorsement of the principles that will underpin the Council's post-pandemic working model, and which take account of operational requirements, customer expectations and workforce needs.

**Resolved** that:

- 1) The proposed principles for post pandemic working at Paragraph 3.4 of the report be approved.
- 2) The Chief Executive be delegated responsibility for applying the principles to all services.
- 3) A report on the effectiveness of the principles on operational performance, customer expectations and workforce needs to be presented to Cabinet in October 2023.

**75. Swansea Bay City Deal - Life Sciences, Well-being and Sports Campuses Business Case.**

The Cabinet Member for Economy, Finance & Strategy (Leader of the Council) submitted a report that sought approval of the updated funding agreements and financial profile for Swansea Bay City Deal Life Sciences, Well-being, and Sport Campuses project.

**Resolved** that:

- 1) The main principles of the amended funding agreements as set out in Paragraphs 4.2 to 4.4 of the report between the Council and the Accountable Body, and the Council and Swansea University be approved.
- 2) Authority be delegated 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.

**76. Procurement Scrutiny Inquiry Cabinet Member Response and Action Plan.**

The Cabinet Member for Corporate Service & Performance submitted a report that outlined a response to the scrutiny recommendations and to present an action plan for agreement.

**Resolved** that:

- 1) The responses as outlined in the report and related action plan be agreed.

**77. Capital Programme Authorisation For The Remodelling of a Hard-Standing Area and Installation of a 2G Pitch On Land at Pontarddulais Comprehensive School.**

The Cabinet Member for Education & Learning submitted a report that sought approval to commit £464,722 to the capital programme 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. The funding included:

- £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.

The report also sought to comply with Financial Procedure Rule 7, to commit and authorise a new project to the Capital Programme.

**Resolved** that:

- 1) A total of £464,722 (including the previously approved £254,000) be 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.

**78. Regional Education Consortium Budget for Partneriaeth 2022-2023.**

The Cabinet Member for Education & Learning submitted a report that sought 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.

**Resolved** that:

- 1) The first annual budget (2022-2023) for the Regional Education Consortium, Partneriaeth as set out in Paragraph 3 of the report be approved.

The meeting ended at 11.00 am

**Chair**

<b>Call In Procedure – Relevant Dates</b>	
Minutes Published:	<b>20 October 2022</b>
Call In Period Expires (3 Clear Working Days after Publication):	23.59 on 25 October 2022
Decision Comes into force:	26 October 2022



# Agenda Item 7.



## Report of the Local Authority Governor Appointment Group

Cabinet – 17 November 2022

### Local Authority Governor Appointments

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

#### 1.0 The nominations referred for approval

1.1 The nominations are recommended for approval as follows:

1. Bishopston Primary School	Mrs Lisa Boat
2. Cwmglas Primary School	Mr Jonathan Hughes
3. Danygraig Primary School	Cllr Hayley Gwilliam

4. Glais Primary School	Cllr Alyson Pugh Mr David Tyler
5. Gorseinon Primary School	Mrs Caroline Pierlejewska
6. Gowerton Primary School	Mr Lyndon Mably Cllr Susan Jones
7. Llangyfelach Primary School	Mr Keith Brown
8. Parkland Primary School	Mr Stephen Gallagher
9. Pentrechwyth Primary School	Mr John Winchester
10. Pontlliw Primary School	Cllr Victoria Holland
11. St. Josephs RC (Clydach) Primary School	Mrs Lucy Thomas
12. Terrace Road Primary School	Cllr Fiona Gordon
13. Trallwn Primary School	Cllr Penny Matthews
14. Bishop Gore Comprehensive School	Ms Julia Pridmore
15. Cefn Hengoed Comprehensive School	Mrs Theresa Ogbekhiulu
16. Morryston Comprehensive School	Mrs Alison Harding
17. Pentrehafod Comprehensive School	Cllr Chris Holley
18. Pontarddulais Comprehensive School	Mr Craig Wade
19. Ysgol Gyfun Gwyr	Dr Adrian Morgan
20. PRU Management Committee	Ms Debra Treharne

## **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

# Appendix A - 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: 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"/>

## 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

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.

# 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)**

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.

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

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

# Agenda Item 8.



## Report of the Cabinet Member for Service Transformation

Cabinet – 17 November 2022

### Digital Strategy 2022-27

<b>Purpose:</b>	To approve the new Digital Strategy 2022-27.
<b>Policy Framework:</b>	Digital Strategy, Achieving Better Together, Transformation & Future Council Development
<b>Consultation:</b>	Access to Services, Finance, Legal.
<b>Recommendation(s):</b>	It is recommended that Cabinet:  1) Approves the draft Digital Strategy 2022-27 attached at Appendix A for public consultation and engagement.  2) Notes that a further report will be brought back to Cabinet following the consultation process.
<b>Report Authors:</b>	Sarah Lackenby
<b>Finance Officer:</b>	Ben Smith
<b>Legal Officer:</b>	Tracey Meredith
<b>Access to Services Officer:</b>	Rhian Millar

#### 1. Introduction

- 1.1 Cabinet approved the first Digital Strategy seven years ago in November 2015 as the Council was emerging from the outsourced IT contract. At that time, the Council's aspirations were ambitious as a significant amount of core infrastructure, network, and system improvements were needed before true digital change could even begin.
- 1.2 Hundreds of digital projects formed the implementation and the first few years saw the Council transform its technology foundations and architecture. During the past three years the Council has begun exploiting new ways of working available through the latest cloud and digital platforms. This put the Council in an advantageous position in early 2020 at the start of the pandemic, to support residents, businesses and staff with the latest digital channels and platforms.

1.3 Digital projects across the Council generally accelerated during the pandemic. As face-to-face contact was removed, use of digital and telephone channels significantly increased.

## 2. Digital Strategy 2022-27

2.1 This next phase in the digital journey takes account of changes in the internal and external environments, using latest intelligence to predict potential future trends. The strategy:

- Draws on the Welsh Government Digital Strategy for Wales published in March 2021
- Draws on the Central Government Digital Strategy 2021-24 from the Government Digital Service (GDS)
- Delivers key strategic priorities within the corporate plan
- Takes account of future outcomes for the Well-being of Future Generations (Wales) Act 2015
- Links with other strategies and operating models including:
  - Achieving Better Together – the Council’s Transformation Strategy
  - Schools’ Digital Strategy
  - Digital Inclusion Strategy
  - Workforce Strategy
  - Service Standards around Customer Service
  - Accommodation Strategy
  - City Centre development plans, and
  - The Swansea Bay City Deal Digital Programme.

2.2 This strategy (attached at Appendix A) is ambitious with a vision and six goals that aim to be aspirational and challenging. The goals provide the overall roadmap for the next five years but will also need to continuously adapt to the changing economic and technological climate.

2.3 In developing the strategy input and feedback has been sought from key stakeholders including our partners, e.g. Partner Councils, the Health Board, and voluntary sector partners. Consultation and engagement will continue, including with resident networks, and the strategy will continue to be updated to reflect the changing environment. It is proposed that the strategy is approved in principle at this stage until further public consultation and engagement has been undertaken. The integrated impact assessment will also be updated at that stage and considered as part of the final approval process.

2.4 Services across the Council have a range of digital priorities and aspirations to help improve access and operational efficiency. The next step will be to work with services to develop an organisation wide digital programme and business case for investment. This will include prioritising key projects that will have the greatest impact on the council’s corporate priorities and digital goals. The initial programme will be for two years and will include a prioritised list of pipeline projects to be added to the



programme in future years, subject to business cases and funding becoming available. The programme will also highlight any co-production, engagement or consultation planned with residents as part of that process. The digital programme and business case for investment, alongside an integrated impact assessment will be brought back to Cabinet by the end of the financial year.

2.5 The Council has a Digital Board which will oversee delivery of the strategy, the development of programme and business case, and ongoing monitoring of the programme. Going forward the Board will include the Interim Director of Corporate Services, who will act as sponsor for the programme. The Board will continue to comprise representatives from each Directorate and senior managers from Digital Services and will be chaired by the Cabinet Member for Service Transformation (Deputy Leader).

2.6 The Board will provide regular updates to CMT and Cabinet on progress against the overall strategy and programme.

### **3. Digital Strategy Consultation**

3.1 We will undertake a public consultation on the draft Strategy. A survey will be developed to gather views on the draft and results will be used to inform any changes to the strategy prior to final approval. The survey will be promoted and distributed as follows:

- Online survey available on our website and staffnet for public and staff to take part
- We will use our social media and other platforms to promote the survey
- We will ensure that the survey is promoted to all our existing forums including 50+ Network, Disability Liaison Group, Poverty Forum etc.
- Hard copies of the draft strategy and survey will be made available in local libraries and the reception at the Civic Centre.

3.2 The survey will run for a period of four weeks. We will also use the survey as an opportunity to pull together a database of individuals and groups who wish to be involved in future engagement activity around the strategy and digital projects going forward.

### **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 A full IIA report is attached at Appendix B and which will be further updated following public consultation. This will be considered as part of the final approval process. Each project that emerges over the next five years as a result of this strategy will undertake an IIA screening / full IIA where applicable.
- 4.5 With regard to involvement, the strategy development has been informed by other strategies and operating models, some of which have included their own consultation / engagement activities. In addition, input and feedback has been initially sought from our partners. Public consultation and engagement will be undertaken on the draft Strategy following Cabinet approval in principle. Further engagement and consultation will be undertaken with residents as part of the development of individual projects that will ultimately deliver the six strategic goals. Further consultation activities include:
- A public consultation survey
  - Meeting the 50+ network to ensure the strategy is informed by older people's use of all the Council's access channels, telephone, face-to-face, email and online
  - Meeting the Poverty Forum – to consider the financial benefits and impact to residents of being online, including children and young people
  - Meeting the Disability Liaison Group and Parent Carer's Group to consider accessibility and the impact of Council services online on residents with a disability including children and young people

- Meetings with organisations that support Welsh Language
  - Further engagement with partner organisations, e.g. Health, Universities, other Councils, Welsh Government, WLGA
  - Engagement with internal stakeholders: Senior management, staff and Councillors across the organisation to consider the benefits, risks, and costs of any projects.
- 4.6 The Well-being of Future Generations Act (Wales) 2015 places a well-being duty on Swansea Council to carry out sustainable development. This is in line with the Council's Sustainable Development Policy and our Corporate Plan's Well-being Objectives. The strategy 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. Well-being and future generations and the five ways of working considerations include:
- Taking an outcome-based approach. We will plan and track delivery, in the context of outcomes rather than organisational (performance) level outputs.
  - The strategy and resulting projects aim to provide support and access channels that support residents early and prevent problems escalating
  - This is an integrated strategy that links with wider national and regional strategies and programmes
  - Collaboration and partnership working is a key guiding principle of the strategy
  - The strategy supports virtual learning and sustainable digital solutions for schools.
  - Key stakeholders will be actively involved in the design and development of customer focused projects as a result of this strategy
  - The strategy will help citizens to embrace technology which can significantly improve their life chances
  - The strategy promotes the Council's circular economy approach, disposal of hardware is via sustainable means so that components can be re-used and recycled.
  - A review of wider language provision will also be undertaken to inform the final strategy and Digital Transformation Programme.
- 4.7 Each project will assess its individual risks around deliverability and resources as part of submitting an initial business case. In addition, although this is about the roadmap for digital it is not advocating a digital only approach. Face-to-face and telephone channels will continue to support residents and will provide wraparound support for those residents using digital channels.
- 4.8 Our customer service standards will be reviewed and published so residents and businesses know what to expect when they contact the Council.

4.9 With regard to the cumulative impact of the strategy, each project will compile and submit a business case, which will include its own IIA screening. The overall strategy, overseen by the Digital Board, will continuously review the overall impact on people and/or communities as the programme develops and delivers. In particular how digital channels integrate with telephone, email and face-to-face channels so that the overall access to services supports people and promotes inclusion.

## **5. Financial Implications**

5.1 There are no direct financial implications arising from the strategy. However, there are expected to be additional investment requirements associated with a digital programme which will support the strategy. A full business case will be developed over the coming months including full financial analysis to make the case for investment where projected costs cannot be contained within Directorate cash limits. Any such investment is likely to necessitate a draw down from earmarked reserves. External sources of funding will also be sought to support the programme, recognising that the pace of progress will be subject to the availability of resources over the five-year lifetime of the strategy.

## **6. Legal Implications**

6.1 Any contracts arising from the supplies and services required to deliver this strategy will be the subject of a range of procurement processes governed by the Public Contracts Regulation 2015.

**Background Papers:** None

### **Appendices:**

Appendix A Digital Strategy 2022-27  
Appendix B IIA Full Report



# Digital Strategy 2022-27

## Foreword

Cllr Andrea Lewis

Cabinet Member for Service Transformation and Deputy Leader

“Digital technology has transformed how people live, learn and work. Use of the internet has grown significantly over the past twenty years to the point where it is now regarded as the fourth utility. Like no other time in our history, everyone can access immense amounts of information at the touch of a button; and the devices people can buy are getting smaller, cheaper, and more convenient every year.

Cabinet approved the first Digital Strategy in November 2015 and significant progress has been made over the past seven years. This new and revised strategy builds on these solid foundations. It is not about technology for the sake of it, rather about using digital to improve quality of life for Swansea residents, businesses and visitors.”

## Introduction

Over the past seven years Swansea Council has:

- Significantly improved and expanded the way residents and businesses can report, request, apply, and pay for services via its website. The use of online forms has increased by more than 50% over the past five years
- Been working to improve digital connectivity and broadband across the city and county and has begun the journey towards becoming a smart city
- Significantly improved the Council’s internal digital infrastructure and systems to support staff and Councillors and increase efficiency
- Supported residents with digital training and advice
- Delivered hundreds of digital projects including areas such as automation, paperless working, internet of things, and the Swansea Account for residents and businesses.

This Digital Strategy 2022-27 builds on what has already been achieved and aims to contribute to wider partnership strategies.

## Our digital goals

1. Excellent Customer Service aligned with our service standards
2. People focused digital services
3. Resilient digital infrastructure and systems
4. Accessible data that supports communities and council performance
5. Digitally skilled and confident workforce and communities
6. A digitally connected city and county

## Our guiding principles

**People Focused** - We put citizens, communities, businesses and our partners at the heart of everything we do, working with them whenever possible to design services based on what they want and need.

**Collaborative** - We support collaboration across the Council and with our partners to co-ordinate our work.

**Open and Transparent** - We make decisions based on data and evidence and publish our targets and results.

**Innovative** - We embrace new ways of working and continuously modernise our tools, technology and places.

**Secure** - We work tirelessly to secure all data and information we use.

## Key desired outcomes

- Customers have a consistently positive experience when accessing council services and ideally would be involved in their design
- Citizens are supported to develop digital skills that can enhance their lives
- Wherever possible council processes are digital from end-to-end
- Digital services are designed and delivered around people's needs
- Digital infrastructure and systems are safe, efficient and support the achievement of the council's priorities
- Evidence that decision-making and performance has been improved through improved business intelligence
- The Council has the capacity and capability it needs to deliver the digital strategy
- Swansea is a Smart city with digital infrastructure that supports the local economy.

## How we will measure our performance

- Compliance with the Council's published customer service standards
- Volume of justified complaints to the Council (stage 1 and stage 2)
- Number of automated processes (end to end)
- Number of payments completed online
- Number of Swansea Account users
- Number of digital innovation projects completed
- Amount of open data available to communities
- Number of Enhanced Employment and Learning opportunities
- Number of Smart City projects delivered
- Feedback from our service users wherever possible.

## Why We Need a Digital Strategy

The council has ambitious plans for the city and county of Swansea which are set out in our corporate plan, which is currently being updated for 2023.

Digital technology is already being used as a key strategic tool for supporting delivery of the council's six top priorities<sup>1</sup> including:

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<sup>1</sup> Also known as Wellbeing Objectives

**Safeguarding people from harm:** we are using digital solutions (e.g., assistive technology to support independent living) and working with health colleagues to integrate services and systems

**Improving Education & Skills:** we are providing virtual learning, teaching communities, online networks, development portals and open data; and sustainable digital solutions for schools

**Transforming our Economy & Infrastructure:** we are working towards becoming a Smart City and facilitating a super-fast infrastructure to support tech start-ups employment, and tourism

**Tackling Poverty:** we are increasing digital skills and digital inclusion to improve people's access to employment, online retail discounts, reduce isolation, increase outcomes for young people, and save time when dealing with the Council

**Delivering on Nature Recovery and Climate Change:** we are implementing new digital technologies and hardware that will support the natural environment and reduce the Council's carbon footprint

**Transformation & Future Council development:** we are using the latest digital tools and technologies to support innovation and efficiency, increasing e-democracy and redesigning services to improve effectiveness and accessibility, including involving our service users wherever possible.

However, the council will need to tackle numerous external and internal challenges as it seeks to achieve its objectives over the coming years and digital technology will be more important than ever in helping the council to do this.

## External Context

There are a wide range of external factors that will impact on the council's priorities and the potential to use digital technology to meet them, including:

### Political:

- "Once for Wales" driver from the Future Generation Act, Chief Digital Officer for Local Government, and the WLGA which encourages collaboration around systems and service delivery

### Economic:

- The strength of the local labour market and pay and reward arrangements is affecting the council's ability to recruit and retain technical employees with the rights skills at the right time.
- Expected financial settlements and council tax levels will affect the resources available to fund council services and digital transformation
- Exponential increase in cyber-crime and cyber-attacks on public bodies
- Demand to improve core infrastructure and broadband for residents and businesses across Swansea.



### **Social:**

- High numbers of people in Swansea access the internet than the UK and Welsh average
- 86% of Swansea households had internet access at home in 2017-18.
- Swansea has relatively low rates of digital exclusion
- The pandemic has increased the pace of channel shift to online and telephone
- The cost of living crisis will lead to increased demand for services and customer contact

### **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
- Internet of Things, such as assistive technologies (e.g. personal alarms, fingerprint recognition); sensors (e.g. to detect air pollution, car park availability and bin capacity); and pushing alerts to smartphones.

### **Legal:**

- As opportunities arise to share data across boundaries, we will need to ensure appropriate governance is in place to protect data and meet legislative requirements.

### **Environmental:**

- Climate change is driving increased agile working and digital customer service channels due to reduced travel (although this may be impacted in the short term by the cost-of-living crisis).

### **Global:**

- Global influences on digital technology may lead to pressure from customers to embrace new digital solutions more quickly than is affordable.

### **Internal Context**

The council provides or commissions more than two hundred services across a range of functions from education and social care to environmental health and leisure services. We have 12,000+ employees, including around 6,000 in schools, all of whom use digital technology to fulfil their roles.

Some key internal factors that will impact on the council's ability to use digital technology to support delivery of its priorities within the constraints of the Medium-Term Financial Plan include:

- **Workforce capacity:** sufficient capacity will be needed to make the most of the opportunities digital technology has to offer
- **Recruitment and retention:** there are significant challenges in recruiting and retaining staff with the necessary skills
- **Agile working:** Prior to the pandemic the organisation had adopted an agile working policy that enabled employees to work remotely, and this was applied to all office-based staff in 2020 and has been in operation ever since
- **Automation:** The council has already begun the journey on using automation online and over the telephone and the programme on this will continue
- Increasing democracy and inclusion by continuing to evolve **hybrid meetings**
- Recognition that digital is as much about **change management and people** as it is about technology
- **Skills gaps** exist relating to new technology and change management both within Digital Services and across the wider organisation
- **Our workforce are customers too** and they expect the same digital experience at work as they have in their personal lives.

## Our vision for a Digital Swansea

**To use digital technology to improve people's lives, to enable digital access to services 24 hours a day, and to improve operational efficiency**

## Strategic Goals

### 1. Excellent Customer Service aligned with our service standards

People now expect to be able to access council services on any smart phone or computer device at a time to suit them. We therefore need to design our services around the needs of our citizens, communities and businesses, using technology to make them as accessible and inclusive as possible.

#### **What we have done already:**

- ✓ Introduced the latest unified communications technology for the routing of phone calls and now on a stable and resilient platform
- ✓ Begun to the journey to introduce automation so staff can focus on the more complex cases
- ✓ The single citizen account has been implemented and this will be expanded with more services through the life of this strategy.

### **What we will do by 2027:**

- Work to maintain a range of local contact channels that supports digital
- Support the most vulnerable when applying for / accessing public services
- Design access channels based on customers' experiences and feedback and through the involvement of our service users
- Make it easier for everyone to contact us
- Review and publish our service standards so residents and businesses know what to expect when they contact the Council.

## **2. People Focused Digital Services**

Digital services are about more than the customer interface and involve using digital technology to streamline, automate and speed up processes. This involves looking at our services with a focus on people's needs, and involving service users to identify ways in which they could be improved and how digital technology can help to make the services more effective and efficient.

### **What we have done already:**

- ✓ Significantly improved and expanded the way residents and businesses can report, request, apply, and pay for services via its website. The use of online forms has increased by more than 50% over the past five years
- ✓ Launched a new website which has significantly improved the user experience as ranked by Sitemorse
- ✓ Begun the use of automation, one example has saved over 600 hours of back office time within a service going paperless.

### **What we will do by 2027:**

- Expand the Swansea Account so residents and businesses can request, apply, and pay for a wide range of services online
- Ensure all our online services are fully accessible, by testing with our service users and representative stakeholder groups
- Continue to automate routine tasks so that our staff can focus on the more complicated and difficult tasks
- Ensure residents and businesses only have to share information with us once
- Re-design our processes and ways of working in order to offer support early, involving service users in the process.

## **3. Resilient Digital Infrastructure and Systems**

Without a resilient digital infrastructure and systems our digital ambitions would be undeliverable. Our customers and our workforce need to have the right tools and access to the right systems and data when they need them. We also need to ensure these systems and personal data are kept safe at all times.

### **What we have done already:**

- ✓ Software rationalisation has been delivered yielding savings and this will continue as an ongoing project
- ✓ Agile and mobile working has been enabled by digital tools/technology, improving services for residents and reducing office space
- ✓ Upgrading of the schools' infrastructure to enable the digital curriculum as well as full migration to Hwb.

### **What we will do by 2027:**

- Provide robust, resilient, 'cloud first' infrastructure and software systems that are cost effective and minimise our carbon footprint
- Develop and procure applications which are scalable and can be used for multiple purposes
- Continually innovate and develop a digital innovation roadmap and pipeline of projects
- Maintain and develop our cyber security and biometrics in order to keep the Council's data safe
- Joint procurement with partners locally, regionally and nationally wherever possible to realise economies of scale.

## **4. Accessible data that supports communities and council performance**

Accessible, accurate, meaningful and timely data are essential in providing an understanding of people's needs and expectations as well as informing decision making and service design. High performing organisations use data and business intelligence to obtain feedback on customer experience and citizen needs / demand to inform policy and service design and development, as well as for self-assessment and performance management.

### **What we have done already:**

- ✓ Improved corporate performance monitoring is live and in its second development cycle
- ✓ Business Intelligence software as part of Office 365 (Power BI) is now being used to deliver improved analytics for Housing reporting and monitoring the Council's progress on the Medium-Term Financial Plan
- ✓ New applications have been developed to manage the Council's risks.

### **What we will do by 2027:**

- Join-up data in ways which supports improved decision-making and performance management

- Integrate data with our partners to improve understanding of demand and service design and planning
- Further roll out business intelligence software to improve employees' access to data analytics
- Make open data available to communities and involve service users to improve the accuracy of data
- Identify data champions across the Council who can support and lead this journey.

## **5. Digitally skilled and confident workforce and communities**

Swansea can benefit from a workforce and communities that have the skills and the confidence to make the most of the opportunities that are constantly emerging from new digital technologies. We need to keep abreast of new developments and to be able to embrace them with confidence.

This means building the right technical expertise in the organisation as well as ensuring the leadership and workforce have the digital and change management skills they need to work digitally and to support individuals and communities to do the same.

Helping citizens to embrace technology can significantly improve their life chances by:

- Helping people find work and increase their earning potential
- Offering improved learning opportunities
- Getting access to cheaper goods and services online
- Reducing loneliness and isolation, especially for the most vulnerable
- Being part of digital communities and participating in co-ordinated activities and initiatives.

### **What we have done already:**

- ✓ Enhanced Employment and Learning opportunities through the use of technology. This has included the increased use of digital equipment and training by Lifelong Learning and Employability programmes, providing Chromebook loan scheme for Employment programme participants and grant funded digital equipment supplied to partner organisations
- ✓ Developed Curriculum delivery methods to widen accessibility of learning opportunities. This includes blended and online courses across most subject areas, last year we attracted 25% of individuals who had never previously accessed Adult Learning
- ✓ Worked with partners and organisations to improve skills and streamline processes through sharing of good practice and collaborative training opportunities. This has included Jisc training for staff and learners

([www.jisc.ac.uk](http://www.jisc.ac.uk)), Adult Learning training partners and cross-partner whiteboard training.

#### **What we will do by 2027:**

- Continue with the Lifelong Learning support to communities within available budgets
- Work with providers to devise development for staff and Councillors to increase digital skills and confidence
- Recruit for digital excellence including apprenticeships
- Work towards embedding the Digital 2030 Digital Standards
- Improve networking and sharing of best practice across digital professions.

## **6. A digitally connected city and county**

The provision of digital services can drive economic growth and support social inclusion and cohesion. As part of this, Swansea is aiming to develop smart urban areas to improve operations and services for residents, not only in the city centre but across high streets. Working with our partners and communities, this ambition aims to attract inward investment and also improve connectivity for residents.

#### **What we have done already:**

- ✓ Implemented internet of things with the use of sensors both within the Council, e.g. room occupancy, and across the City, e.g. Monitoring pollution
- ✓ Begun work with both the Swansea Bay City Deal and telecommunications providers towards full fibre
- ✓ Begun a programme to upgrade CCTV and implement WiFi into high streets across Wards.

#### **What we will do by 2027:**

- Develop a Smart City roadmap
- Work with the Swansea Bay City Deal digital programme to improve connectivity for residents and businesses and attract inward investment
- Support digital communities
- Increase the use of the Internet of Things to improve service efficiency and customer service
- Exploit any new infrastructure to improve Council services, improve safety, and increase digital access.

## **Integrated Impact Assessment (IIA) Report – Appendix B**

This form should be completed when a screening form has indicated a full Integrated Impact Assessment is required and found to be relevant to Equality Act 2010, Socio-economic Duty and Well-being of Future Generations (Wales) Act 2015

**Please refer to the 'IIA Report Form Guidance' while completing this form. If you need further support, please contact [acesstoservices@swansea.gov.uk](mailto:acesstoservices@swansea.gov.uk).**

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

Service Area: Digital & Customer Services  
Corporate Services

Directorate:

### **Q1(a) What are you assessing?**

- 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 Boards 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:**

An updated Digital Strategy from 2022-2027. The strategy proposes the vision, roadmap, and priorities for Digital for the next five years and is informed by internal and external drivers and strategies. The strategy contributes to the delivery of the Transformation and Future Council Development well-being objective in the Corporate Plan.

### **(c) Will this initiative result in any changes needed to the external or internal website?**

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

### **(d) It was initially screened for relevance on: 17<sup>th</sup> October 2022**

**(e) Lead Officer**  
**Name:** Sarah Lackenby  
**Job title:** Head of Digital & Customer Services  
Corporate Services  
**Date:** 17<sup>th</sup> October 2022

**(e) Approved by Head of Service**  
**Name:** Ness Young  
**Job title:** Interim Director of  
**Date:** 20<sup>th</sup> October 2022

## Section 1 - Aims

### What are the aims of the initiative?

To improve customer service and operational efficiency of Council services by utilising digital tools and technology. To increase the skills and confidence and overall digital capability of the Council's workforce and Swansea residents. To maximise the use of data and information to inform decision-making. To improve services through the use of smart technology across the city and county area, and work with providers to improve infrastructure and broadband. The vision is:

**To use digital technology to improve people's lives, to enable digital access to services 24 hours a day, and to improve operational efficiency**

### Who has responsibility?

All Heads of Service are responsible for driving and implementing digital capability and innovation in their services, utilising co-production wherever possible. The overarching Strategy will be delivered by a series of digital transformation projects overseen by a Board comprising Heads of Service from both services and digital services, sponsored by the Interim Director of Corporate Services, and chaired by the Cabinet Member for Service Transformation (Deputy Leader).

### Who are the stakeholders?

- 50+ network - Older people's use of all the Council's access channels, telephone, face-to-face, email and online
- The Poverty Forum – to consider the financial benefits to residents of being online
- Disability Liaison Group – to consider accessibility of Council services
- Organisations that support Welsh Language
- Partner organisations, e.g. Health, Universities, other Councils, Welsh Government, WLGA
- Internal stakeholders: Senior management, staff and Councillors across the organisation to consider the benefits, risks, and costs of any projects.

## Section 2 - Information about Service Users (See guidance)

In order to complete this section you will need to look to data such as Census data, research and performance management information, surveys, future trends, service user data, socio-economic data from recent consultations, engagement and research

Children/young people (0-18).....	<input checked="" type="checkbox"/>	Sexual orientation .....	<input checked="" type="checkbox"/>
Older people (50+).....	<input checked="" type="checkbox"/>	Gender reassignment .....	<input checked="" type="checkbox"/>
Any other age group.....	<input checked="" type="checkbox"/>	Welsh language .....	<input checked="" type="checkbox"/>
Future generations (yet to be born).....	<input type="checkbox"/>	Poverty/social exclusion .....	<input type="checkbox"/>
Disability.....	<input checked="" type="checkbox"/>	Carers (including young carers).....	<input checked="" type="checkbox"/>
Race (including refugees) .....	<input checked="" type="checkbox"/>	Community cohesion .....	<input checked="" type="checkbox"/>
Asylum seekers.....	<input type="checkbox"/>	Marriage & civil partnership .....	<input checked="" type="checkbox"/>
Gypsies & Travellers .....	<input type="checkbox"/>	Pregnancy and maternity.....	<input checked="" type="checkbox"/>
Religion or (non-)belief.....	<input checked="" type="checkbox"/>		
Sex.....	<input checked="" type="checkbox"/>		

**Please provide details of the information you hold in relation to the groups above:**



The 2021 Census reported that the usually resident population of Swansea was **238,500**; approximately 500 or 0.2 per cent less than the 2011 Census total.

Over one in five (22 per cent, 52,600) of Swansea residents were aged under 20, with around 21% (48,900) aged 65 and over. Further information and analysis will follow as additional data is published.

Background information about the 2021 Census is available via [www.swansea.gov.uk/2021census](http://www.swansea.gov.uk/2021census).

Information for small areas (below local authority level) and on specific population characteristics is not available from the first 2021 Census release.

Characteristic:	Description	Swansea	Wales	Reference population	Source and date
Age	0 to 15 years	17.0%	17.9%	All people (Swansea: 246,500)	Mid-year population estimates 2018, Office for National Statistics (ONS)
	16 to 64	63.5%	61.3%		
	65 and over	19.5%	20.8%		
	85 and over	2.6%	2.6%		
Disability	With long-term health problem or disability	23.3%	22.7%	All people	2011 Census, ONS
	Equalities Act Core or Work-limiting disabled	26.2%	24.0%	Working age (16-64)	Annual Population Survey 2018-19, ONS
	Registered disabled: with Learning disability	0.5%	0.4%	All people	LA registers (March 2019), Welsh Government
	Physical/sensory disability	1.0%	1.7%		
	Disability benefit claimants	11.8%	11.2%	All people	DWP, August 2018 <sup>3</sup>
Marital and civil partnership status	Single	36.7%	33.5%	People aged 16 & over	2011 Census, ONS
	Married	43.8%	46.6%		
	Same-sex civil partnership	0.2%	0.2%		
	Separated	2.3%	2.2%		
	Divorced	9.5%	9.7%		
	Widowed <sup>4</sup>	7.7%	7.9%		
Pregnancy & maternity	Conception rate	67.2	71.8	R / 1,000 fem 15-44	ONS conceptions and births including rates, 2018 <sup>5</sup>
	Fertility rate (GFR)	50.8	56.3		
	Crude birth rate	9.6	10.0	R / 1,000 p	
Race - population by ethnic group	White - British	91.5%	93.2%	All people	2011 Census, ONS
	White - Other	2.5%	2.4%		
	Mixed/multiple ethnic grp	0.9%	1.0%		
	Asian/Asian British	0.6%	0.6%		
	Black/Black British	0.7%	0.4%		
	Other ethnic group	0.7%	0.3%		
Religion	Christian	55.0%	57.6%	All people	2011 Census, ONS
	Non-Christian religion <sup>6</sup>	3.6%	2.7%		
	No religion	34.0%	32.1%		
	Not stated	7.5%	7.6%		
Sex	Male	49.9%	49.3%	All people	Mid-year estimates 2018, ONS
	Female	50.1%	50.7%		

## Welsh Language

2011 Census Key Statistics: Table  
QS207WA: Welsh language skills (detailed)

All usual residents

	W06000011: SWANSEA		WALES	
All categories: Welsh language skills	239,023	100	3,063,456	100
No skills in Welsh	193,938	81.1	2,263,975	73.9
Can understand spoken Welsh only	12,906	5.4	162,859	5.3
Can speak Welsh: Total	26,532	11.1	568,500	18.6
Can speak but cannot read or write Welsh	4,839	2.0	85,605	2.8
Can speak and read but cannot write Welsh	2,703	1.1	45,767	1.5
Can speak, read and write Welsh	18,668	7.8	431,759	14.1
Can speak and other combinations of skills in Welsh	322	0.1	5,369	0.2
Can read but cannot speak or write Welsh	3,969	1.7	44,327	1.4
Can read and write but cannot speak Welsh	1,372	0.6	18,742	0.6
Can write but cannot speak or read Welsh	306	0.1	5,053	0.2
	Numbers	Percentage	Numbers	Percentage

Our use of the Welsh language is governed by legislation and monitored by the Office of the Welsh Language Commissioner. Council services are available in English and Welsh and we welcome contact in either language.

There are around 45,000 residents of the City and County of Swansea who speak, read or write Welsh. Welsh speakers live throughout the area, although there are some areas with a much higher percentage of skills than others (around 40% in Pontarddulais and Mawr compared with just under 10% in St Thomas and Townhill). The Welsh Language Act stipulates the Welsh Language Standard requirements for online services.

## Age

Swansea has the second highest population of Wales' local authorities, the fifth highest population density, and a growing total population – averaging over 1,000 additional people per year during the last ten years.

In terms of age profile, Swansea currently has a higher proportion (than the Wales and UK average) of young people aged 16-24, in part reflecting the high number of resident students, but slightly lower proportions aged 0-15 and 45-74.

Over the last ten years, most of Swansea's population growth has been in the number of people aged 65 and over; a trend which the current official population projections suggest will continue in the next ten years.

However, revised local authority population projections (2018-based) are due to be published in early 2020, based on revised component data and assumptions, which may change the level of projected population change in Swansea and its impact on particular age groups.

## Disability

Disability data is perhaps the most complex of the protected characteristics to analyse, with no single source providing a comprehensive overview in line with the Equality Act (EA) definition. However, there are a number of indicators available which can provide a measure of disability including administrative (benefits, LA registers) and survey sources (Census, APS).

The Census is probably the most relevant measure in terms of definition; although the usefulness of the source is compromised by the long gap between Censuses (the latest data is now nearly nine years old) and that it is based on self-assessment rather than any medical diagnoses.

On the survey-based measures, around a quarter of Swansea's population can be considered disabled; with inter-Censal (2001-2011) trends being relatively unchanged, but more of an increase recently (between 2014 and 2019) in the APS estimates.

For the administrative measures, numbers recorded (and percentages) are far lower; indicating that requests for assistance and the claiming of benefits is likely to be generally lower than need.

The trend in the last ten years is mixed, with an overall drop in registered physically/sensory disabled people and DWP benefit claims (although rising in the latest year), but increases in people registered with learning disabilities (placed in the community) and people who are sight and hearing impaired.

## Marriage and Civil Partnerships

In common with many urban areas and university cities, Swansea currently has a higher proportion of single adults (never married or in a registered same-sex civil partnership) than equivalent national averages.

Against the backdrop of a rising overall adult population, this picture and trend has been reinforced in recent years with a growth in adults who are not married or in a registered same-sex civil partnership (in simple terms the categories: never married, divorced and widowed) and a fall in the number of married adults.

In Swansea, the annual number of marriages (opposite and same-sex) has been steadily increasing in recent years, in part against national trends. There is also an increasing proportion of civil rather than religious ceremonies, as elsewhere.

The 2021 Census results will provide the next major benchmark of societal trends around marriage. In light of the Marriage (Same Sex Couples) Act 2013, the response categories for the marital status question will be reviewed. In 2022 therefore, local data on same-sex marital status will be available for the first time.

In view of the Civil Partnerships, Marriages and Deaths (Registration etc.) Act 2019, which will make couples of the opposite sex eligible to form civil partnership.

## Pregnancy and Maternity

Recent conception rates, live birth rates and fertility rates in Swansea are below those for Wales and England & Wales, ultimately reflected in lower numbers of average children born to women in Swansea.

Over the last five years, numbers of conceptions and births have fallen slightly, both in Swansea and nationally.

In Swansea, fertility rates are above national averages for women aged under 20 and those over 35, but lower than average in the 20-34 age groups.

There are considerable variations in birth and fertility rates within Swansea, with lower rates in areas with an older age profile or higher proportions of students, and higher rates tending to be in the less affluent urban wards or near areas of recent housing expansion.

At a local level, it may be possible to estimate future area differences within Swansea by looking at planned new housing developments identified in the Local Development Plan monitoring process (new-build housing units, commitments and allocations).

### Race

Whilst the Census is a key data source, its infrequent publication (every ten years) cannot fully capture the dynamics of local change in population characteristics related to race and ethnicity. In 2011, Swansea had a higher proportion of people in non-White and non White-British ethnic groups than Wales (although lower than the England & Wales average).

In Swansea (2011), there were between 1,500 and 2,000 residents (approximately) in each of the ethnic groups: Chinese, Bangladeshi, Other Asian, African, Arab and Indian. The number and percentage of people in Swansea in each of these groups has increased since the 2001 Census.

More recent research (ONS estimates, 2016) and survey/administrative statistics (APS and Schools Census, 2018/2019) suggest that the number and proportion of people from non-White ethnic groups has increased further since 2011

### Religion or Belief

Whilst over half of Swansea's population identified as Christian (2011 Census), this proportion is lower than it is in Wales and England & Wales, and the number has decreased since 2001.

The number of people in Swansea affiliated with a minority religion increased between 2001 and 2011; the largest groups being Muslim, Buddhist and Hindu respectively. The number of people stating they had no religion also increased significantly between Censuses.

The next local data on population by religion will be provided by the 2021 Census results in 2022.

ONS are currently testing questions and response categories for the next Census.

### Sex

In Swansea, male and female populations are currently in balance, with faster growth in the overall number of males than females in recent years.

Male: female ratios in Swansea change at different life stages, with more males than females in Swansea at ages 0-15 and 16-64, and the reverse at 65+ and (even more pronounced) at 85+

### LGBT in Britain

## Sexual orientation

Sixty one percent of respondents identified as gay or lesbian and a quarter (26%) identified as bisexual. A small number identified as pansexual (4%), asexual (2%) and queer (1%).<sup>2</sup>

These figures varied by age. For example, younger respondents were more likely to identify as bisexual, asexual, pansexual, queer or 'other' (39% of cisgender respondents under 35 compared to 14% of cisgender respondents over 35).<sup>3</sup> This reflects work undertaken by the Office for National Statistics (ONS) that shows younger people are more likely to be bisexual than older people.<sup>4</sup>

## Gender Identity

Thirteen percent of the respondents were transgender (or trans). Of the total sample, 6.9% of respondents were non-binary (i.e. they identified as having a gender that was neither exclusively that of a man nor a woman), 3.5% were trans women (i.e. they had transitioned from man to woman at some point in their life) and 2.9% were trans men (i.e. they had transitioned from woman to man).

Younger trans respondents were more likely than older respondents to identify as non-binary. For example, 57% of trans respondents under 35 were non-binary compared with 36% of those aged 35 or over. Younger respondents were also more likely to be trans men (26% of trans respondents under 35 were trans men compared with 10% aged 35 or over) and less likely to be trans women (17% of trans respondents under 35 were trans women compared with 54% aged 35 or over). This age profile partly accords with the referral figures to the children and adolescent gender identity services where the majority of referrals in 2016-17 were for people assigned female at birth (1,400 of the 2,016 referrals – 69%).<sup>5</sup>

## Other demographics

Respondents were younger, on average, than the general UK population. Over two thirds (69%) of respondents were aged between 16 and 34; this compares with just under a third (31%) for the UK population as a whole.<sup>6</sup> This is consistent with findings by the ONS that younger people are more likely to identify as LGB. In 2016, the ONS estimated that 2% of the UK population, or just over 1 million people, identify as having a minority sexual orientation. The proportion was higher for younger people (e.g. 4.1% of 16-24 year olds) than older people (e.g. 2.9% of 25 to 34 year olds and 0.7% of those aged 65 and over).<sup>7</sup> These figures are about sexual orientation only, and not gender identity.

Respondents were most likely to be resident in London (19% of respondents), the South East (15%) or the North West (12%) of England. 8% of respondents were from Scotland, 4% were from Wales and 2% were from Northern Ireland. The geographical distribution broadly replicates estimates from the ONS of where LGB people live that show, for example, that London has the highest proportion of LGB people in the UK.<sup>8</sup> The ONS figures also estimate that 9% of the LGB population live in Scotland, 4% live in Wales and 2% live in Northern Ireland.

## Life in the UK

### Life satisfaction

On average, respondents were less satisfied with their life nowadays than the general population, scoring it 6.5 out of 10, compared with 7.7 for the general UK population.<sup>9</sup> Among cisgender respondents, gay/lesbian people had the highest scores (6.9) and pansexual or asexual people had

the lowest scores (both 5.9). Trans people had low scores: trans men scored 5.1, trans women scored 5.5 and non-binary people scored 5.5.

### Average life satisfaction (out of 10)

UK Population 7.7

Gay/Lesbian 6.9

Bisexual 6.3

Pansexual 5.9

Asexual 5.9

Trans woman 5.5

Non-binary 5.5

Trans man 5.1

#### Feeling comfortable

Over half of the respondents (56%) felt comfortable being LGBT in the UK, rating their comfort as a 4 or 5 out of 5. Amongst cisgender respondents, gay and lesbian people were the most comfortable (63% comfortable) and asexual people were the least (49% comfortable). As with life satisfaction, trans people generally felt less comfortable. 37% of

trans women, 34% of trans men and 38% of non-binary people felt comfortable being LGBT in the UK. Only 5% of all trans respondents aged under 25 said they felt very comfortable (scoring 5 out of 5), rising to 15% of those aged 55-64 and 31% of those aged 65+.

The Older People's Commissioner for Wales issued guidance to local authorities and health boards in November 2021 – 'Ensuring access to information and services in a digital age' The guidance was developed in partnership with older people and key stakeholders and has been issued under Section 12 of the Commissioner for Older People (Wales) Act 2006, which means that local authorities and health boards must have regard for the guidance in discharging their functions. Within the Guidance, the Commissioner identified that the right to access information is a key element of the broader right to freedom of expression and is protected across several human rights instruments, including the UN International Covenant on Civil and Political Rights, the European Convention on Human Rights, and the Human Rights Act 1998. The Guidance clarifies that any move to digital services must be accompanied by measures to ensure that the human rights of older people are protected and that they are enabled to access information and get to the services they need by offline channels, or should they choose, are supported to gain the skills and confidence to be able to connect online.

Our digital strategy supports our services, including our apps and websites, to be accessible to everyone who needs them. We comply with WCAG2.1 accessibility standards and test:

- Text alternatives on images (good for search engines).
- Video, audio and captions (good for search engines).
- Adaptability and semantic mark-up (essential for search engines).
- Colours and contrast.
- Keyboard controls (can you navigate using keys, for example the tab and arrow keys) (good for search engines).
- Timing and interruptions (for example, pop ups or timing out for security too soon from forms - we use 20 minute timeouts for forms and ensure users have a list of what they'll need to provide before they start the form).
- Seizure prevention (can be triggered by flashing images, sliders set at a high rate, certain logos, colour combinations or images).
- Navigation and titles (essential for search engines).
- Readability and language (essential for search engines).
- Predictability and consistency (essential for search engines, includes things like having header tags correctly set in descending order).
- Error identification and help.
- Compatibility (essential for search engines).

The National Survey for Wales 2021-222 highlights that 93% of households have access to the internet and 89% use the internet (including Smart TVs and handheld devices).

We can see that use and access to the internet is growing in how residents responded to the Census. In Swansea, 43% of households in 2021 were paper first (Wales 50%). The Swansea figures for online share of responses in 2021 were as follows:

- Paper first – responded online: 44% (Wales 42%)
- Digital first – responded online: 93% (9<sup>th</sup> highest of Wales LAs, average 93%).

Comparisons with the 2011 Census, which provided users with the opportunity to complete their questionnaire on-line for the first time, are striking. The 2011 on-line response rate in Swansea was only 15.0%, above the Wales average of 13.4% (England & Wales: 16%).

The ONS Internet Users 2019 data suggests that around 6% of adult residents in Swansea have never used the internet. The research also indicates that:

- In Wales (2019), almost 8% of men and 11% of women had never used the internet;
- In addition, a further 1% of both men and women had not used the internet within three months of the survey;
- The percentage of non-users increases sharply amongst those aged 75+ (48% in Wales) and also 65-74 (17%);
- In 2011, there were wide disparities in recent internet use by ethnic group (ranging from 68% to 93% nationally); however, by 2019 the gap in use between ethnic groups had narrowed (range 90-99%);
- The percentage of non-users increases significantly for residents with a disability and who are aged 65+, particularly those people over 75;
- A higher percentage of disabled respondents reported a lack of skills or knowledge as a reason for not buying goods and services online than non-disabled respondents;
- Across all age groups, disabled adults make up a large proportion of adult internet non-users;
- The percentage of households with internet access increases with income;
- A higher percentage of lone households with an adult aged 65 and over do not have an internet connection;
- The most common reason for not having internet access in the household is a perceived lack of need, followed by a lack of skills. A lack of inclination is particularly prevalent among the older age groups.
- Among those of working age, economically inactive adults on long-term sick leave or disabled are the most likely not to use the internet.

### **Any actions required, e.g. to fill information gaps?**

The Council recognises that not all residents have the means or skills to take-up digital. Therefore, Digital is not applied to everything; digital and non-digital approaches (telephone, face to face, paper, email and online) are connected and not separate. In addition, the Council aims to grow and develop its digital inclusion work to provide residents and staff with the skills and confidence in this area, for those people most likely to use and deliver Council services. The Council will undertake public consultation and engagement with key groups and through a residents' survey to gather more information.

### Section 3 – Assessing the Impact (See guidance)

Please consider the possible impact on the different protected characteristics and statutory considerations:

The first layer of the strategy concerns end customers: residents, businesses, communities, staff, visitors, students and Councillors – those setting the expectations for digitally-enabled services. On the whole ICT and Digital enablers will significantly improve outcomes for residents and the workforce.

	<b>Potential Impacts</b>	<b>Positive / Negative/Neutral Impact/Needs further investigation</b>	<b>Prompts</b> (not an exhaustive list) <b>Consider:</b>
<b>Race</b> Page 38	Digital information, services, advice, and guidance will be available to everyone. Digital services will meet accessibility guidelines but are not currently available in all languages. Digital channels will evolve in response to the needs of service users and they will be involved in their design and development wherever possible	Digital channels are not currently available in all languages. Breadth of languages needs further investigation.	Ethnicity Nationality Gypsies / Travellers Language: interpreter provision Refugee / Asylum Seekers Migrants Awareness events <a href="#">United Nations Convention on the Elimination of All Forms of Racial Discrimination (UNCERD)</a>



	Potential Impacts	Positive / Negative/Neutral Impact/Needs further investigation	Prompts (not an exhaustive list) Consider:
<p><b>Disability</b></p>	<p>Any digital solutions as a result of this strategy will be fully accessible for people with a disability. We will also provide solutions that enable carers and family members to get involved.</p> <p>The 2019 ONS data suggests that adults with a disability makes up the group of non-internet users. The Digital Strategy is not digital only, digital channels are supported by telephone and face-to-face access.</p> <p>We will work with the Disability Liaison Group – to consider the potential impacts of this group</p>	<p>Positive</p> <p>Needs further investigation as part of meeting with the Disability Liaison Group</p>	<p>Mobility / Dexterity Blind or Visually impaired Deaf or Hearing impaired Mental Health Learning Disabilities Dementia Neurological difference / Autism Access to buildings/ facilities Access to communication methods Dietary requirements Other Long Term Health Conditions <a href="#">United Nations Convention on the Rights of Persons with Disabilities (UNCRPD)</a></p>
<p><b>Carers</b></p>	<p>Any digital solutions as a result of this strategy will be fully accessible for people with a disability. We will also provide solutions that enable carers and family members to get involved.</p> <p>We will work with the Disability Liaison Group and parent carer forum – to consider the potential impacts and benefits.</p>	<p>Positive</p> <p>Needs further investigation as part of meeting with the Disability Liaison Group and Parent Carer Forum</p>	<p>Providing unpaid and informal care A child caring for a disabled parent An older person caring for a friend who has a mental health issue A young adult caring for a sibling with substance misuse difficulties An adult caring for an older relative who is elderly, frail or experiencing dementia</p>

	Potential Impacts	Positive / Negative/Neutral Impact/Needs further investigation	Prompts (not an exhaustive list) Consider:
<b>Sex</b>	Digital information, services, advice, and guidance will be available to everyone. Digital channels will evolve in response to the needs of service users and they will be involved in their design and development wherever possible	Positive	Men / Women Gender Identity Childcare Gender Pay Gap Domestic abuse <a href="#">United Nations Convention on the Elimination of All Forms of Discrimination against Women (UNCEDAW)</a>
<b>Age</b>	<p>The Digital Strategy specifically aims to continue and grow the level of digital skills, training, and advice for residents. This includes courses and advice and options on devices.</p> <p>We will work with the 50+ network – to consider the potential impacts of this group.</p> <p>In addition to this consultation specifically with the network, an online survey will be published with paper copies in our public buildings e.g. Libraries and the Civic Centre.</p>	<p>Positive</p> <p>Needs further investigation as part of meeting with the 50+ Network</p>	<p>Older People including citizens with dementia. Could the initiative contribute to the 'age friendly' agenda or improve the experience of getting older in Swansea</p> <p>Children, Young People</p> <p>Cross-generational working offers a wide variety of benefits</p> <p>Working Age People, Young Families</p> <p>Demographics</p> <p>NB: Where children / young people are affected complete the <a href="#">Childrens Rights Checklist</a></p> <p><a href="#">United Nations Convention on the Rights of the Child (UNCRC)</a></p> <p>Caring responsibilities</p>
<b>Future generations (yet to be born)</b>	Digital information, services, advice, and guidance will be available to everyone. Digital channels will evolve in response to the needs of service users and they will be involved in their design and development wherever possible	Positive	We must ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs

	<b>Potential Impacts</b>	<b>Positive / Negative/Neutral Impact/Needs further investigation</b>	<b>Prompts</b> (not an exhaustive list) <b>Consider:</b>
	Digital information, services, advice, and guidance will be available to everyone. Digital channels will evolve in response to the needs of service users and they will be involved in their design and development wherever possible	Neutral	Faith Communities Non Beliefs Dietary requirements Vegetarianism/Veganism Other philosophical beliefs Dress code/uniforms Religious festivals/activities, agile working
	Digital information, services, advice, and guidance will be available to everyone. Digital channels will evolve in response to the needs of service users and they will be involved in their design and development wherever possible	Positive	Gay Lesbian Bi-sexual Heterosexual Terminology Confidentiality about sexuality <a href="https://www.stonewall.org.uk/">https://www.stonewall.org.uk/</a>
	Digital information, services, advice, and guidance will be available to everyone. Digital channels will evolve in response to the needs of service users and they will be involved in their design and development wherever possible	Positive	A person who proposes to, starts or has changed their gender identity Transgender Appropriate language use, ie, appropriate pronouns
	Digital information, services, advice, and guidance will be available to everyone. Digital channels will evolve in response to the needs of service users and they will be involved in their design and development wherever possible	Positive	Marital status Civil Partnership status
	Digital information, services, advice, and guidance will be available to everyone. Digital channels will evolve in response to the needs of service users and they will be involved in their design and development wherever possible	Positive	Pregnant mothers Those entitled to maternity and paternity leave Foster/Adoption Breastfeeding mothers

	<b>Potential Impacts</b>	<b>Positive / Negative/Neutral Impact/Needs further investigation</b>	<b>Prompts</b> (not an exhaustive list) <b>Consider:</b>
<b>Welsh Language</b>	We have an active offer for 'Welsh or English' on the front page of our websites. All online channels are designed as bilingual in line with Welsh Language Standards. Further engagement will be undertaken with organisations that support and promote the Welsh language.	Positive	Ensuring equal status of both Welsh and English languages. Availability of and access to services, activities and information. Rights of individuals to ask for WL services. Impact on Welsh speaking communities, including: Positive / negative effects on opportunities to use the WL. Possible changes to number/percentage of Welsh speakers Job opportunities / Staffing changes. Training needs and opportunities Availability of Welsh medium education
<b>Socio Economic Considerations</b>	<p>The Digital Strategy specifically aims to continue and grow the level of digital skills, training, and advice to help residents with employment. Research shows this can give people access to more choice, information and discounts online.</p> <p>We will work with the poverty forum to consider the potential impacts. We are working to identify financial implications/benefits to residents of being online.</p>	<p>Positive</p> <p>Needs further investigation after meeting with the Poverty Forum</p>	<p>People living in less favourable social and economic circumstances than others in the same society. Disadvantage may be exacerbated by many factors of daily life, not just urban or rural boundaries. The impact on limited incomes are significant but also consideration needs to be given to service accessibility and barriers to participation. 'Intersectionality' issues - where identity compounds socio-economic status, e.g., single parents (often women), disabled people, some BAME groups.</p>
<b>Human Rights</b>	Digital information, services, advice, and guidance will be available to everyone. Digital channels will evolve in response to the needs of service users and they will be involved in their design and development wherever possible	Positive	See <a href="#">Human Rights Articles</a> .

	Potential Impacts	Positive / Negative/Neutral Impact/Needs further investigation	Prompts (not an exhaustive list) Consider:
<b>Intersectionality</b>	Digital information, services, advice, and guidance will be available to everyone. Digital channels will evolve in response to the needs of service users and they will be involved in their design and development wherever possible	Positive	The way in which power structures based on factors such as gender, race, sexuality, disability etc. interact with each other and create inequalities, discrimination and oppression. (the multiple layers of discrimination)
<b>Community Cohesion</b>	Digital channels are not currently available in all languages. Breadth of languages needs further investigation.	Breadth of language services needs further investigation	Think about relationship between people from different backgrounds, community tensions, community facilities  <a href="http://gov.wales/topics/people-and-communities/communities/communitycohesion/?lang=en">http://gov.wales/topics/people-and-communities/communities/communitycohesion/?lang=en</a>
<b>Other (please state)</b>	Digital information, services, advice, and guidance will be available to everyone. Digital channels will evolve in response to the needs of service users and they will be involved in their design and development wherever possible		Eg, Modern Slavery, Safeguarding, Other Covid effects, Ex-offenders, Veterans, Care Leavers, Substance Abuse, Homeless

<p><b>Human Rights Act 1998</b></p> <ul style="list-style-type: none"> <li>• Article 2 Right to life</li> <li>• Article 3 Freedom from torture and inhuman or degrading treatment</li> <li>• Article 4 Freedom from Slavery and forced labour</li> <li>• Article 5 Right to liberty and security</li> <li>• Article 6 Right to a fair trial</li> <li>• Article 7 No punishment without law</li> <li>• Article 8 Respect for private life, family, home and correspondence</li> <li>• Article 9 Freedom of thought, belief and religion</li> </ul>	<ul style="list-style-type: none"> <li>• Article 10 Freedom of expression</li> <li>• Article 11 Freedom of Assembly and association</li> <li>• Article 12 Right to marry and start a family</li> <li>• Article 13 Right to access effective remedy if rights are violated</li> <li>• Article 14 Protection from discrimination</li> <li>• Protocol 1, Article 1: Right to a peaceful enjoyment of your property</li> <li>• Protocol 1, Article 2: Right to education</li> <li>• Protocol 1, Article 3: Right to participate in free elections</li> <li>• Protocol 13, Article 1: Abolition of the death penalty</li> </ul>
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**If you have identified any areas which need further investigation, these will need to be added to your action plan**

## **Section 4 - Involvement**

**Please consider all of your involvement activities here, e.g. participation, consultation, engagement, co-productive approaches, etc.**

**What involvement has been undertaken to support your view? How did you ensure this was accessible to all?**

In developing the strategy input and feedback has been sought from our partners, e.g. Partner Councils, the Health Board, and voluntary sector partners. Consultation and engagement will continue, including with resident networks, and the strategy will continue to be updated to reflect the changing environment. The strategy development is also informed by other strategies and operating models which have included their own consultation / engagement activities. E.g. Digital Inclusion Strategy, Workforce Strategy, Welsh Government Digital Strategy, Schools Digital Strategy etc.

**What did your involvement activities tell you? What feedback have you received?**

Further engagement and consultation will need to be undertaken with the community groups identified at section 3. There will also be a survey of residents as part of next steps. Each project going forward in the Digital Transformation programme will need to undertake an integrated impact assessment as these will ultimately deliver the six strategic goals.

We need to ensure there is citizen involvement in service design/planning whenever possible, recognising this is not appropriate in all cases e.g. when decisions need to be made of a technical nature that require expert opinion, e.g. infrastructure. Involvement will be in the form of focus groups, conversations with representative organisations (e.g. older people organisations, disability organisations), surveys, and user testing with sample groups etc.

**How have you changed your initiative as a result?**

The strategy has been updated following feedback from partner organisations. Engagement with the community groups identified at section 3 and a residents' survey will inform further changes before final approval of the strategy.

**Any actions required (e.g. further engagement activities, mitigation to address any adverse impact, etc.)?**

We will undertake a public consultation on the draft Strategy. A survey will be developed to gather views on the draft and results will be used to inform any changes to the strategy prior to final approval. The survey will be promoted and distributed as follows:

- Online survey available on our website and staffnet for public and staff to take part
- We will use our social media and other platforms to promote the survey
- We will ensure that the survey is promoted to all our existing forums including 50+ Network, Disability Liaison Group, Poverty Forum etc.
- Hard copies of the draft strategy and survey will be made available in local libraries and the reception at the Civic Centre.

The survey will run for a period of four weeks. We will also use the survey as an opportunity to pull together a database of individuals and groups who wish to be involved in future engagement activity around the strategy and digital projects going forward.

Ongoing, the programme will highlight any co-production, engagement or consultation planned with residents.

Engagement for individual strategy projects is part of the action plan and all project plans that impact user facing services, whether for staff, residents, visitors, or businesses will be developed and delivered in accordance with the Government Digital Service (GDS) Design Principles, which are: 1. Start with needs (user needs, not organisation needs) 2. Do less (minimal and simple content with relevant links) 3. Design with data (informed by user insight) 4. Do the hard work to make it simple (easy-to-use) 5. Iterate. Then iterate again (constantly improve and develop) 6. Build for inclusion (a range of devices, accessibility and literacy) 7. Understand context (how people access services in the real world) 8. Build digital services, not websites (digital services which are flexible for future) 9. Be consistent, not uniform (consistent use of good practice principles) 10. Make things open: it makes things better (open, transparent and share)

## Section 5 – Duties (please see guidance)

Please consider how the initiative might address the following issues. How will the initiative impact on the duties set out below? Think about what work you have already done to improve the outcomes.

<b>Public Sector Duty – how will the initiative address the below?</b>	
Foster good relations between different groups	We are using digital solutions (e.g., assistive technology to support independent living) and working with health colleagues and other partner organisations to integrate services and systems
Elimination of discrimination, harassment and victimisation	Digital channels will evolve in response to the needs of service users and they will be involved in their design and development wherever possible. For example: we will work to ensure that older people are valued and no-one is left behind. The older people's rights, ageism, abuse and ageing well agenda in line with the Older People's Commissioner for Wales will be considered as part of the Digital Strategy.
Advance equality of opportunity between different groups	
<b>Socio-economic Duty - Describe any issues identified as a result of the initiative for those people experiencing and living in poverty</b>	
a) Communities of place	There is sound evidence that it is more costly for those citizens who are digitally excluded where they have to interact with public services face-to-face. Government estimates suggest that an hour spent interacting with government costs the average citizen £14.70. Taking time off work, travel and other expenses associated with face-to-face increase the cost and inconvenience for citizens compared with digital channels. We are increasing digital skills and digital inclusion to improve people's access to employment, online retail discounts, reduce isolation, increase outcomes for young people, and save time when dealing with the Council. The Digital Strategy will be delivered in line with our Digital Inclusion Strategy framework which provides the context, aims, principles and action plan to improve digital inclusion in Swansea. It draws on Wales and UK research and is informed by the outcomes of the Scrutiny Working Group and both the UK1 and Welsh Government Digital Inclusion2 Frameworks.
b) Communities of interest	
<b>How does your proposal ensure that you are working in line with the requirements of the Welsh Language Standards (Welsh Language Measure (Wales) 2011)? (beyond providing services bilingually)</b>	
a) To ensure the Welsh language is not treated less favourably than the English language	All digital solutions will be developed so that Welsh Language options are available first and Welsh is the language of choice. In general, everything which is produced by or for the council, and which is provided to or visible to members of the public should treat Welsh and English equally and this applies equally to computer or paper based information, social media, adverts, logos, signage and anything else.
b) That every opportunity is taken to promote the Welsh language	We will be involving and engaging organisations that promote the Welsh Language in the design and delivery of the strategy and subsequent Digital Transformation programme The new Council website



<p>c) Increase opportunities to use and learn the language in the community</p>	<p>went live in August 2021, which has improved access to information, online forms, and payments for residents. It has undergone a review to ensure it is available in Welsh and English. Work will continue to ensure the Welsh Government Language Strategy is considered as digital transformation projects develop and progress.</p>
<p><b>United Nations Convention on the Rights of the Child (UNCRC): Many initiatives have an indirect impact on children and you need to consider whether the impact is positive or negative in relation to both children’s rights and their best interests</b></p>	
<p><b>Will the initiative have any impact (direct or indirect) on children and young people (think about this age group holistically e.g. disabled children, those living in poverty or from BME communities)?</b></p>	
<p>We are increasing digital skills and digital inclusion to improve people’s access to employment, online retail discounts, reduce isolation, increase outcomes for young people, and save time when dealing with the Council. We are providing virtual learning, teaching communities, online networks, development portals and open data; and sustainable digital solutions for schools. Further investigation of the impact on children and young people will be informed by engagement with the Poverty Forum and Disability Liaison Group.</p>	
<p><b>All initiatives must be designed / planned in the best interests of children and young people.</b>  <i>Best interests of the child (Article 3): The best interests of children must be the primary concern in making decisions that may affect them. All adults should do what is best for children. When adults make decisions, they should think about how their decisions will affect children. This particularly applies to budget, policy and law makers.</i>  <b>Please explain how you meet this requirement:</b></p>	
<p>Digital information, services, advice, and guidance will be available to everyone including children and young people. Digital channels will evolve in response to the needs of service users and they will be involved in their design and development wherever possible. Each project as a result of the strategy will undertake its own integrated impact assessment. Further investigation of the impact on children and young people will be informed by engagement with the Poverty Forum and Disability Liaison Group.</p>	

## Section 6 - Sustainable Development

**The Well-being of Future Generations Act (Wales) 2015 places a well-being duty on Swansea Council to carry out sustainable development. This is in line with the Council’s Sustainable Development Policy and our Corporate Plan’s Well-being Objectives. We must work in a way that improves 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.**

**The sustainable development principle means we must act in a manner, which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs. We do this by applying the five ways of working.**

## 6a) The Sustainable Development Principle's Ways of Working

The Five Ways of Working	Examples or summary of how applied
<p><b>Long term</b> - The importance of balancing short-term needs while safeguarding the ability to also meet long-term needs</p>	<p>The strategy 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.</p> <p>People now expect to be able to access council services on any smart phone or computer device at a time to suit them. We therefore need to design our services around the needs of our citizens, communities, and businesses, using technology to make them as accessible and inclusive as possible. Digital channels are supported by wraparound support face-to-face, over the telephone, or by email should residents require it.</p> <p>The future trends and vision for all Council Services highlights the importance of shared services as well as digital innovation for people, service delivery, and business improvement as the central drivers for our future as a Council. A Digital business strategy is a critical capability. It means we are more likely to thrive and survive in an increasingly digital world. This is true across all sectors including local government, particularly with the ever changing and increasing economic, technology, legal and social demands on the Council. The Digital strategy and subsequent Digital Transformation programme aim to combine and utilise technology, people's skills, communications, and knowledge more effectively and work together, in a way that is sustainable, joined up, and fit for the future.</p>

<p><b>Prevention</b> - Acting to prevent problems occurring or getting worse</p>	<p>The Council recognises that not all residents have the means or skills to take-up digital. Therefore, Digital is not applied to everything; digital and non-digital approaches are connected and not separate. In addition, the Council aims to grow and develop its digital inclusion work to provide residents and staff with the skills and confidence in this area, for those people most likely to use and deliver Council services. Digital inclusion work will be equally important for young people, in ways that increase employment opportunity, life chances, and reduce poverty.</p> <p>In addition, online services, and information, supported by face-to-face and telephone channels, aim to help people early before issues become a crisis.</p> <p>Taking an outcome-based approach is one of the ways that we can adapt business processes in line with the Act. It is about how we plan and track delivery, in the context of outcomes rather than organisational (performance) level outputs.</p> <p><b>Key desired outcomes</b></p> <ul style="list-style-type: none"> <li>▪ Citizens are supported to develop digital skills that can enhance their lives</li> <li>▪ Digital services are designed and delivered around people’s needs</li> <li>▪ Digital infrastructure and systems are safe, efficient and support the achievement of the council’s priorities</li> <li>▪ Evidence that decision-making and performance has been improved through improved business intelligence</li> <li>▪ The Council has the capacity and capability it needs to deliver the digital strategy</li> <li>▪ Swansea is on the journey to becoming a Smart city with digital infrastructure that supports the local economy.</li> </ul>
<p><b>Integration</b> - Considering impacts upon each of the well-being goals, well-being objectives, local well-being objectives, or on the objectives of other public bodies</p>	<p>The Digital Strategy promotes the use of digital solutions (e.g. assistive technology to support independent living) and working with health colleagues to integrate services and systems. Services across the Council have a range of digital priorities and aspirations to help improve access and operational efficiency. We will work with services to develop an organisation wide Digital Transformation programme and business case for investment. This will include prioritising key projects that will have the greatest impact on the residents, businesses, and communities as well as our council’s corporate priorities and digital goals. The initial programme will be for two years and will include a prioritised list of pipeline projects to be added to the programme in future years, subject to business cases and funding becoming available.</p>

<p><b>Collaboration</b> - Acting together with other services or external organisation towards our well-being objectives</p>	<p>This Digital Strategy 2022-27 builds on what has already been achieved and aims to contribute to wider partnership strategies. There are several all-Wales solutions in flight including: Superfast Cymru broadband, and single systems for: social services and health, libraries, building control, and land charges. There is a growing interest for shared services across Wales driven by: the need to make savings, current partnerships and collaborations, and future potential local government re-organisation. Some collaboration work is driven by new Government policies, e.g., Social Services and Health as part of the Social Services and Well-being (Wales) Act. This is being delivered by the Western Bay partnership. Developing the digital infrastructure, skills, and digital culture of Swansea is being driven at regional level supported by all partners, including the Universities. There are already many services collaborating and innovating together and established local authority collaborations and partnerships at regional, South / West Wales and all-Wales levels.</p>
<p><b>Involvement</b> - Involving people with an interest in achieving the well-being goals (everybody), and ensuring that those people reflect the diversity of the area served</p>	<p>We are using the latest digital tools and technologies to support innovation and efficiency, increasing e-democracy and re-designing services to improve effectiveness and accessibility, including involving our service users wherever possible.</p> <p>The methodology used for this strategy has a high focus on stakeholders and their involvement and inclusion from the start of the Strategy.</p> <p>Input and feedback have been sought from our key partners, e.g. Partner Councils, the Health Board, and voluntary sector partners. Consultation and engagement will continue, including with resident networks, e.g. 50+ Network, Disability Liaison Group, Poverty Forum, and organisations that support and promote the Welsh Language. The strategy will continue to be updated to reflect the changing environment.</p> <p>Advice has been sought from Co-production specialists (Copro lab) and we will undertake a public consultation on the draft Strategy. A survey will be developed to gather views on the draft and results will be used to inform any changes to the strategy prior to final approval. The survey will run for a period of four weeks. We will also use the survey as an opportunity to pull together a database of individuals and groups who wish to be involved in future engagement activity around the strategy and digital projects going forward.</p> <p><i>*Stakeholders – Anyone who has or believes that they have the right to a level of involvement in the project, either because they are: affected by it, will use the service, or have an interest in the progress of work.</i></p>

## 6b) Contribution to Swansea Council's Well-being Objectives

Our Corporate Plan's Well-being objectives	Are directly supported by this initiative	Are not directly impacted by this initiative	May be in conflict or adversely impacted by this initiative
Safeguarding People from harm	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improving Education and Skills	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Tackling Poverty	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Transforming our economy and infrastructure	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Maintaining and enhancing Swansea's natural resources and biodiversity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Transformation and Future Council development	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**6c) Thinking about your answers above, does the initiative support our Corporate Plan's Well-being Objectives when considered together?**

Our vision for Swansea Council Digital Strategy is:

"To use digital technology to improve people's lives, to enable digital access to services 24 hours a day, and to improve operational efficiency"

The digital approach will support services to deliver against the corporate priorities and key policies:

**Safeguarding people from harm:** we are using digital solutions (e.g., assistive technology to support independent living) and working with health colleagues to integrate services and systems

**Improving Education & Skills:** we are providing virtual learning, teaching communities, online networks, development portals and open data; and sustainable digital solutions for schools

**Transforming our Economy & Infrastructure:** we are working towards becoming a Smart City and facilitating a super-fast infrastructure to support tech start-ups employment, and tourism

**Tackling Poverty:** we are increasing digital skills and digital inclusion to improve people's access to employment, online retail discounts, reduce isolation, increase outcomes for young people, and save time when dealing with the Council

**Delivering on Nature Recovery and Climate Change:** we are implementing new digital technologies and hardware that will support the natural environment and reduce the Council's carbon footprint

**Transformation & Future Council development:** we are using the latest digital tools and technologies to support innovation and efficiency, increasing e-democracy and redesigning services to improve effectiveness and accessibility, including involving our service users wherever possible.

d) How is contribution to the National Well-being Goals maximised? Where can you add value? Consider the full goal description not just the title. Consider relevant [Journey Checkers](#). Complete the table below

Well-being Goal (click to view definition)	Primary Goals - tick if key	Any significant positive and/or negative impacts/contributions considered/mitigated
<p><a href="#">A Prosperous Wales</a>: An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work</p>	<input type="checkbox"/>	<p>Swansea can benefit from a workforce and communities that have the skills and the confidence to make the most of the opportunities that are constantly emerging from new digital technologies. We need to keep abreast of new developments and to be able to embrace them with confidence. This means building the right technical expertise in the organisation as well as ensuring the leadership and workforce have the digital and change management skills they need to work digitally and to support individuals and communities to do the same. Helping citizens to embrace technology can significantly improve their life chances by:</p> <p>Helping people find work and increase their earning potential</p> <ul style="list-style-type: none"> <li>• Offering improved learning opportunities</li> <li>• Getting access to cheaper goods and services online</li> <li>• Reducing loneliness and isolation, especially for the most vulnerable</li> <li>• Being part of digital communities and participating in co-ordinated activities and initiatives.</li> </ul>
<p><a href="#">A Resilient Wales</a>: A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).</p>	<input type="checkbox"/>	<p>Without a resilient digital infrastructure and systems our digital ambitions would be undeliverable. Our customers and our workforce need to have the right tools and access to the right systems and data when they need them. We also need to ensure these systems and personal data are always kept safe. The Strategy recognises that accessible, accurate, meaningful, and timely data are essential in providing an understanding of people's needs and expectations as well as informing decision making and service design. High performing organisations use data and business intelligence to obtain feedback on customer experience and citizen needs / demand to inform policy and service design and development, as well as for self-assessment and performance management. Moving to more efficient digital processes rather than paper processes will support the reduction of our carbon footprint.</p>

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<p><a href="#">A Healthier Wales</a> A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.</p>	<input type="checkbox"/>	<p>The strategy and subsequent Digital Transformation programme can help to make Council services more effective and efficient. We have significantly improved and expanded the way residents and businesses can report, request, apply, and pay for services via its website. Therefore, supporting community health and well-being.</p> <p>We are providing virtual learning, teaching communities, online networks, development portals and open data, as well as sustainable digital solutions for schools.</p> <p>For staff, the use of automation has significantly helped those services that have piloted this new technology, one example has saved over 600 hours of back-office time within a service going paperless freeing the staff up to do more meaningful value work.</p>
<p><a href="#">A More Equal Wales</a> A society that enables people to fulfil their potential no matter what their background or circumstances.</p>	<input type="checkbox"/>	<p>People now expect to be able to access council services on any smart phone or computer device at a time and in a way that suit them. We therefore need to design our services around the needs of our citizens, communities, and businesses, using technology to make them as accessible and inclusive as possible.</p> <p><b>What we will do by 2027:</b></p> <ul style="list-style-type: none"> <li>▪ Support the most vulnerable when applying for / accessing public services</li> <li>▪ Design access channels based on customers' experiences and feedback and through the involvement of our service users</li> <li>▪ Make it easier for everyone to contact us</li> <li>▪ Review and publish our service standards so residents and businesses know what to expect when they contact the Council.</li> </ul>

<p><a href="#">A Wales of Cohesive Communities</a> Attractive, viable, safe and well-connected communities.</p>	<input type="checkbox"/>	<p>The provision of digital services can drive economic growth and support social inclusion and cohesion. As part of this, Swansea is aiming to develop smart urban areas to improve operations and services for residents (subject to funding), not only in the city centre but across high streets. Working with our partners and communities, this ambition aims to attract inward investment and improve connectivity for residents.</p> <p>Helping citizens to embrace technology can significantly improve their life chances by:</p> <ul style="list-style-type: none"> <li>• Helping people find work and increase their earning potential</li> <li>• Offering improved learning opportunities</li> <li>• Getting access to cheaper goods and services online</li> <li>• Reducing loneliness and isolation, especially for the most vulnerable</li> <li>• Being part of digital communities and participating in co-ordinated activities and initiatives.</li> </ul>
<p><a href="#">A Wales of Vibrant Culture &amp; Thriving Welsh Language</a> A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, sports and recreation.</p>	<input type="checkbox"/>	<p>The Council continues to promote the Welsh Language as a whole and the strategy will support the new Community Hub model. The new Council website went live in August 2021, which has improved access to information, online forms, and payments for residents. It has undergone a review to ensure it is available in Welsh and English. Work will continue to ensure the Welsh Government Language Strategy is considered as digital transformation projects develop and progress.</p>
<p><a href="#">A Globally Responsible Wales</a> A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.</p>	<input type="checkbox"/>	<p>We are aware that global influences on digital technology may lead to pressure from customers to embrace new digital solutions more quickly than is affordable.</p> <p>We are implementing new digital technologies and hardware that will support the natural environment and reduce the Council's carbon footprint, e.g. Removal of paper processes and reduction in paper especially those that require vehicle delivery each month is contributing towards a greener Wales.</p> <p>The Council's disposal of hardware is via sustainable means so that components can be re-used and recycled.</p>



## Section 7 - Cumulative Impact/Mitigation

### **What is the cumulative impact of this proposal on people and/or communities when considering all the impacts identified within the IIA 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/have made. 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.)

Each project that emerges over the next five years as a result of this strategy will undertake an IIA screening / full IIA where applicable.

With regard to involvement, the strategy development has been informed by other strategies and operating models, some of which have included their own consultation / engagement activities. In addition, input and feedback has been initially sought from our partners. Public consultation and engagement will be undertaken on the draft Strategy following Cabinet approval in principle. Further engagement and consultation will be undertaken with residents as part of the development of individual projects that will ultimately deliver the six strategic goals. Further consultation activities include:

- A public consultation survey
- Meeting the 50+ network to ensure the strategy is informed by older people's use of all the Council's access channels, telephone, face-to-face, email and online
- Meeting the Poverty Forum – to consider the financial benefits and impact to residents of being online, including children and young people
- Meeting the Disability Liaison Group – to consider accessibility and the impact of Council services online on residents with a disability including children and young people
- Meetings with organisations that support Welsh Language
- Further engagement with partner organisations, e.g. Health, Universities, other Councils, Welsh Government, WLGA
- Engagement with internal stakeholders: Senior management, staff and Councillors across the organisation to consider the benefits, risks, and costs of any projects.

The Well-being of Future Generations Act (Wales) 2015 places a well-being duty on Swansea Council to carry out sustainable development. This is in line with the Council's Sustainable Development Policy and our Corporate Plan's Well-being Objectives. The strategy 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. Well-being and future generations and the five ways of working considerations include:

- Taking an outcome-based approach. We will plan and track delivery, in the context of outcomes rather than organisational (performance) level outputs.
- The strategy and resulting projects aim to provide support and access channels that support residents early and prevent problems escalating
- This is an integrated strategy that links with wider national and regional strategies and programmes
- Collaboration and partnership working is a key guiding principle of the strategy
- The strategy supports virtual learning and sustainable digital solutions for schools.
- Key stakeholders will be actively involved in the design and development of customer focused projects as a result of this strategy
- The strategy will help citizens to embrace technology which can significantly improve their life chances
- The strategy promotes the Council's circular economy approach, disposal of hardware is via sustainable means so that components can be re-used and recycled.

- A review of wider language provision will also be undertaken to inform the final strategy and Digital Transformation Programme.

Each project will assess its individual risks around deliverability and resources as part of submitting an initial business case. In addition, although this is about the roadmap for digital it is not advocating a digital only approach. Face-to-face and telephone channels will continue to support residents and will provide wraparound support for those residents using digital channels.

Our customer service standards will be reviewed and published so residents and businesses know what to expect when they contact the Council.

With regard to the cumulative impact of the strategy, each project will compile and submit a business case, which will include its own IIA screening. The overall strategy, overseen by the Digital Board, will continuously review the overall impact on people and/or communities as the programme develops and delivers. In particular how digital channels integrate with telephone, email and face-to-face channels so that the overall access to services supports people and promotes inclusion.

**Any mitigation needed:**

It is important that you record the mitigating actions you will take in developing your final initiative.

Record here what measures or changes you will introduce to the initiative in the final draft, which could:

- reduce or remove any unlawful or negative impact/ disadvantage
- improve equality of opportunity/introduce positive change
- support the Well-being of Future Generations Act (Wales) 2015
- reduce inequalities of outcome resulting from socio-economic disadvantage

Unlawful or Negative Impact Identified	Mitigation / Positive Actions Taken in the initiative (add to action plan)
No negative impacts identified at this stage. Areas that need further investigation identified at section 3 have been added to the action plan. This IIA will be updated following completion of that work.	

**Section 8 - Monitoring arrangements:** The IIA process is an ongoing one that does not end when the initiative is agreed and implemented. Please outline the monitoring arrangements and/or any additional data collection that will help you monitor any equality impacts, risks, sustainability of your initiative once implemented:

<p><b>Monitoring arrangements:</b>            Each project that emerges over the next five years as a result of this strategy will undertake an IIA screening / full IIA as appropriate. This IIA will be reviewed following further investigation with the community groups identified in the action plan and a public consultation exercise on the draft strategy.            Ongoing the Digital Transformation Programme will be reviewed annually and this IIA will be revisited.</p>
<p><b>Actions (add to action plan):</b>             Further investigation with the community groups identified in the action plan            Public consultation            Review and update the strategy            Formulate the subsequent Digital Transformation programme.</p>

## Section 9 – Outcomes:

Having completed sections 1-8, please indicate which of the outcomes listed below applies to your initiative (refer to the guidance for further information on this section).

Outcome 1: Continue the initiative – no concern

Outcome 2: Adjust the initiative – low level of concern

Outcome 3: Justify the initiative – moderate level of concern

Outcome 4: Stop and refer the initiative – high level of concern.

**For outcome 3**, please provide the justification below:

N/A

**For outcome 4**, detail the next steps / areas of concern below and refer to your Head of Service / Director for further advice:

N/A

## Section 10 - Publication arrangements:

On completion, please follow this 3-step procedure:

1. Send this IIA report and action plan to the Access to Services Team for feedback and approval – [accesstoservices@swansea.gov.uk](mailto:accesstoservices@swansea.gov.uk)
2. Make any necessary amendments/additions.
3. Provide the final version of this report to the team for publication, including email approval of the IIA from your Head of Service. The IIA will be published on the Council's website - this is a legal requirement.

**Action Plan:** Please outline below any actions identified throughout the assessment or any additional data collection that will help you monitor your initiative once it is implemented:

<b>Action</b>	<b>Dates</b>	<b>Timeframe</b>	<b>Lead responsibility</b>	<b>Progress</b>	<b>Add to Service Plan</b>
<b>Further investigate breadth of languages available on the Council's digital solutions</b>	By 31 <sup>st</sup> January 2023	To inform the final version for approval in March 2023	Customer Services Team Leader / Web Manager		Yes
<b>Further investigation with the Disability Liaison Group</b>	By 31 <sup>st</sup> January 2023	To inform the final version for approval in March 2023	Head of Digital & Customer Services		Yes
<b>Further investigation with the Poverty Forum</b>	By 31 <sup>st</sup> January 2023	To inform the final version for approval in March 2023	Head of Digital & Customer Services		Yes
<b>Further investigation with the 50+ Network</b>	By 31 <sup>st</sup> January 2023	To inform the final version for approval in March 2023	Head of Digital & Customer Services		Yes
<b>Further investigation with organisations that support and promote the Welsh Language</b>	By 31 <sup>st</sup> January 2023	To inform the final version for approval in March 2023	Web Manager		Yes
<b>Survey of all residents</b>	By 31 <sup>st</sup> January 2023	To inform the final version for approval in March 2023	Head of Digital & Customer Services		Yes
<b>Review the IIA following all of the above and add any actions identified to the strategy and plans</b>	By 28 <sup>th</sup> February 2023	To inform the final version for approval in March 2023	Head of Digital & Customer Services		Yes

\* Please remember to be 'SMART' when completing your action plan (Specific, Measurable, Attainable, Relevant, Timely).

# Agenda Item 9.



## Report of the Deputy Leader/Cabinet Member for Service Transformation

Cabinet – 17 November 2022

### Transformation Goals & Strategy

<b>Purpose:</b>	To review the Council's Transformation Strategy and goals and to seek approval of the council's transformation vision and goals for 2022-27
<b>Policy Framework:</b>	<ul style="list-style-type: none"><li>• 2022-27 Policy Commitments</li><li>• 2022-23 Corporate Plan</li><li>• Transformation and Future Development Wellbeing Objective</li></ul>
<b>Consultation:</b>	Access to Services, Finance, Legal.
<b>Recommendation(s):</b>	It is recommended that:  1) Cabinet approves the transformation vision, goals and governance arrangements as set out in sections 4 and 5 of this report, and notes that a further report will be presented to Cabinet in March 2023 seeking endorsement of a detailed transformation plan for 2023-27.
<b>Report Author:</b>	Ness Young
<b>Finance Officer:</b>	Ben Smith
<b>Legal Officer:</b>	Tracey Meredith
<b>Access to Services Officer:</b>	Rhian Millar

#### 1. Introduction

- 1.1 There are extraordinary challenges facing individuals, communities, and businesses in Swansea, especially as a result of the ongoing cost of living crisis. Likewise, the council has never faced such a difficult financial outlook, exacerbated by years of austerity. At a time when our population needs public services most, they are under threat as our costs rise but our funding is expected to fall in real terms.

- 1.2 As well as providing a wide range of statutory and non-statutory services, the council has an ambitious agenda<sup>1</sup> for the next five years focused on:
- Safeguarding people from harm
  - Improving Education & Skills
  - Transforming our Economy & Infrastructure
  - Tackling Poverty
  - Supporting Communities
  - Delivering on Nature Recovery and Climate Change
- 1.3 At a regional level the council also has shared priorities with partners through the Corporate Joint Committee and the Regional Partnership Board, as well as locally with partners on the Public Service Board.
- 1.4 In addition to the financial challenges, the strategic context in which we, the public and our partners are operating will make delivering on all these agendas extremely challenging. For example, there is/are:
- significant political uncertainty at a UK level
  - major macro-economic uncertainty
  - geopolitical conflicts / changes that are impacting on resource availability and prices
  - the prospect of another era of public sector austerity
  - a recruitment and retention problem in key roles and services
  - an ageing population in the county with increasingly complex needs
  - technological advances that are leading to changes in customer behaviour and expectations
  - Significant legislation and national policy requirements on public bodies that will influence service design and delivery
  - A need to reduce the country's carbon footprint and support nature recovery to help tackle climate change
- 1.5 Many of the above factors will continue to have an impact over the medium (i.e., 2027) and even the long-term (i.e., 2040). Against that background, if the council is to meet its statutory obligations and deliver the commitments it has made, we will need to innovate and transform how we operate, working closer than ever with others, while continuing to ensure that everything we do is focused on meeting the needs of our population.

## **2. Background**

- 2.1 Transformation is a word that can often become seen as synonymous with budget savings and improvement. However, it is the scale of change and the focus on outcomes as well as saving money that defines transformation. According to CIPFA<sup>2</sup>:

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<sup>1</sup> [Council adopted a statement of policy commitments on 7 July 2022](#)

<sup>2</sup> CIPFA: Transformation, How Finance Teams are Driving Local Government Innovation, Volume 5, 2018

***“Transformation involves significant change in approach to an organisation’s operating model, technology, processes and/or service delivery to deliver better outcomes and improve efficiency”***

2.2 The council has been on a transformation journey since 2015. *Sustainable Swansea* ran from 2015-16 to 2019-20 and helped the council to make around £70 million savings over that period. In October 2020 Cabinet approved a report that described a three-phase strategy (branded as *Achieving Better Together*) that would take the council from COVID19 recovery to the next phase of transformation by 2022.

2.3 Under the *Achieving Better Together* strategy from 2020-22 the council focused on supporting the county and council’s recovery from the COVID19 pandemic. Attention now needs to turn to what transformation is needed over the medium-term and longer-term. Against that background in July 2022, council made a commitment to prioritise a “review the *Achieving Better Together* transformation strategy and goals”.

### **3. *Achieving Better Together* strategy and goals**

3.1 The main purpose of the *Achieving Better Together* strategy between 2020-2022 was to help the council navigate the challenges presented by COVID19, while enabling a sustainable, efficient, and effective organisation with the citizens of Swansea at the heart. The strategic aims (or goals) were:

- The core purpose of the Council
- Transforming services to be effective and efficient
- Greater collaboration with other Councils, organisations, community groups and residents, with a focus on regionalisation
- Balancing the budget for current and future years (including meeting the aspirations and targets within the MTFP)
- Greater and more meaningful engagements with our residents and community

3.2 The first two phases of the strategy ended in May 2022 having supported a range of activities, including:

- The establishment of the Corporate Joint Committee
- An expansion of Local Area Coordinators and community networks
- Balancing the council’s budget and the delivering required savings in 2020-21 and 2021-22
- Ongoing transformation and improvement activities within each directorate
- The development of a council workforce strategy

3.3 The strategy recognised that the third, transformation, phase could not be defined after the local government elections in 2022 to take account of the priorities of the new council and the associated development of a



new corporate plan and MTFP. Notwithstanding, the following goals were included in a report to the Governance and Audit Committee in April 2022:

- Ensuring strategies and action plans (e.g., housing, schools, economy, and social care) are embedded and change is visible and increasing in pace
- Reviewing and updating the corporate plan
- Ensuring the culture of the organisation is aligned to the delivery of the corporate plan
- Ensuring all priority service areas have new models of delivery maturing
- Delivering a balanced budget and long term MTFP that is sustainable

3.4 An exercise is currently underway to capture the lessons learned from the Sustainable Swansea programme and the first two phases of *Achieving Better Together*. This exercise is due to conclude by the end of the calendar year and its findings will be considered as we develop the detail of our transformation plans for 2023-27.

#### 4. Transformation Strategy 2022-27 and beyond

4.1 Given the challenges ahead, without transformation the council will be unable to meet its statutory obligations and deliver on the commitments it has made for this administrative term. But successful transformation is itself dependent on several critical factors, including having:

- A clear rationale and narrative for transformation which is effectively communicated and understood
- Effective buy in from stakeholders
- A clear route map
- The resources (financial, human, technological and physical) needed to prepare and implement transformation programmes
- Programmes, supported by robust businesses cases, that are effectively structured to deliver defined benefits
- Effective enabling tools that support change management

4.2 The council's transformation strategy vision & goals for 2022-27 has been co-designed by the Cabinet and Corporate Management Team to ensure these critical success factors are addressed, starting with the following vision for transformation which provides a clear rationale and narrative for transformation:

***“Between 2022 and 2027 Swansea Council will deliver at least the same if not better outcomes for our population and improve our efficiency by making significant changes to the way we work and how our services are designed and delivered”***

4.3 Importantly the vision recognises that improving outcomes may not be achievable across all services, even with significant changes to the way we work, due to the unprecedented challenges we face. The following six strategic goals provide a more detailed route map as to how the vision will be achieved:

- To remodel services, focusing on meeting people’s needs, within the funding available
- To facilitate economic prosperity through already committed major infrastructure investment
- To build inclusive, resilient, and cohesive communities by working with partners and the public to maximise use of combined resources
- To develop excellent customer services and maximise efficiency, including through the use of digital technology
- To reduce the council’s impact on the environment
- To develop a motivated and committed workforce that is innovative, supported, skilled and customer-focused

4.4 Underneath the vision and goals we need to identify and agree where we should focus our transformation efforts. By looking at how the council is currently operating we can identify what specific significant changes are needed to deliver the same or better outcomes and improved efficiency while responding to the enormous challenges ahead.

4.5 Our workforce and draft digital strategies<sup>3</sup> outline the changes we need in those areas, and our current accommodation strategy sets how our administrative estate needs to change. The 2023-27 MTFP is currently being developed and will reflect the transformation goals and over the next four months we will identify any changes that are needed to other parts of our operating model (such as governance and culture). It is envisaged that the most significant changes to our operating model will form the basis of our corporate transformation effort.

4.6 The changes we make to our operating model will inevitably also involve changes in the design and delivery of services as will the need to deliver on our statutory obligations and the commitments we have made. Directorates already have strategies and transformation programmes in train, and these will be reviewed over the next four months alongside the corporate plan, MTFP and the transformation goals to determine exactly where we need to focus our service transformation efforts in the coming five years. It is envisaged that the most significant changes to our services will form the basis of our service transformation effort.

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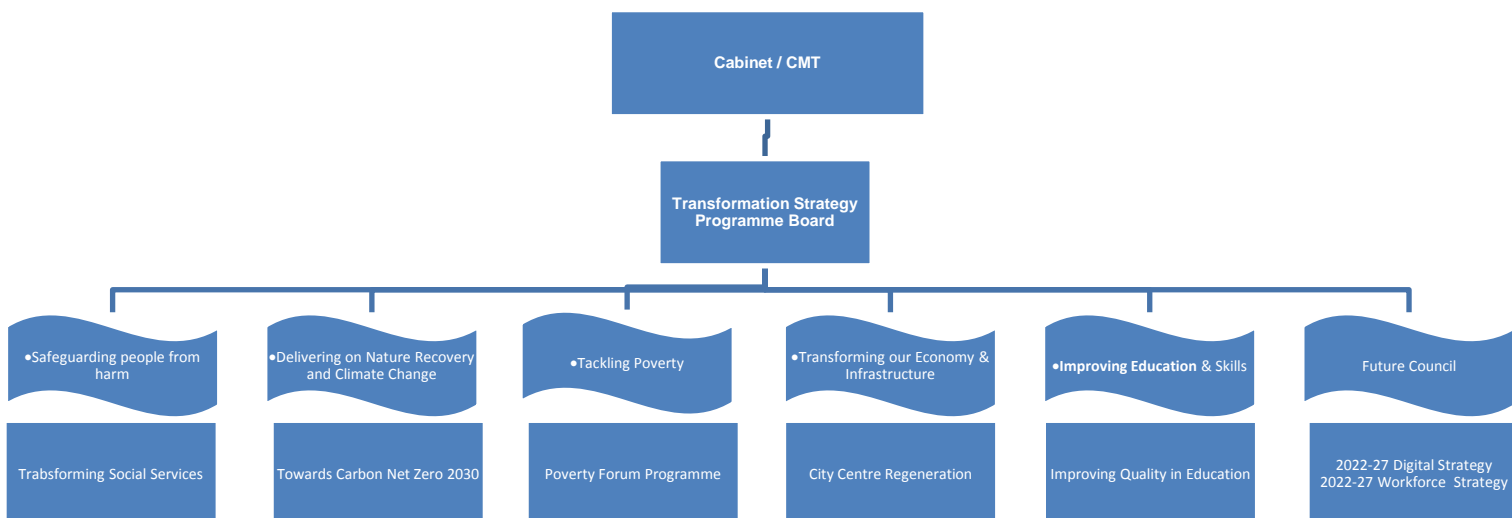
<sup>3</sup> 2022-27 Workforce Strategy approved by Cabinet on 20 October 2022, Draft 2022-27 Digital Strategy to be considered by Cabinet on 17 November 2022

- 4.7 Directors will work with Cabinet Members and partners over the next four months to develop a single coherent transformation plan for the council which supports the vision and goals, bringing together key corporate and service transformation programmes, and aligning them to regional and national plans.
- 4.8 A suite of enabling tools that will support change management will also be developed, including service review and business case templates, co-production guidance and a virtual transformation network.
- 4.9 The council does not have any corporate staff resources or budget to support delivery of the transformation strategy, although resources (e.g., staff) are being deployed within directorates to work on transformation programmes and projects already underway. However, as the programmes are developed and implemented it is likely that specific technical expertise and/or technology may be required. A robust process will be established to ensure any requests for additional resources are made through business cases which will clearly articulate the costs and benefits (financial and non-financial) involved.
- 4.10 In January 2023 the Organisational Transformation Corporate Development Committee will consider the lessons learned report referred to in paragraph 3.4 above and contribute to the development of the transformation plan.
- 4.11 A further report will be brought to Cabinet in March 2023 seeking agreement of the transformation plan and programmes that will support delivery of the 2022-27 transformation vision and goals.

## **5. 2022-27 Transformation Strategy Governance**

- 5.1 To minimise bureaucracy and ensure we have a single coherent transformation plan, wherever possible existing governance mechanisms will be used to manage individual programmes and to provide oversight, as outlined in the diagram below. The diagram shows for illustrative purposes at this stage, transformation programmes (based on existing strategies/ programmes) aligned under each wellbeing objective, noting that the objectives and programmes will be developed as part of the corporate plan and Medium-Term Financial Plan planning process.

**Diagram 1: Swansea Council Transformation Strategy Outline Governance**



5.2 It is proposed that once agreed each programme will be governed by a board which will be chaired/sponsored by the relevant Director and may include the relevant Cabinet Member. Once a quarter Directors will report (on programme performance, risks and issues) to the Transformation Programme Board which will be chaired by the Deputy Leader (Service Transformation) and will comprise Directors, the Monitoring Officer and the Head of Communications. The Programme Board will then report to Cabinet / CMT three times a year and with a formal report provided to Cabinet on transformation progress annually. Scrutiny and assurance of the strategy will be provided by the Scrutiny Programme Committee and the Governance and Audit Committee in line with existing council procedures. The Organisational Transformation Corporate Development Committee will contribute to the development of policies linked to the transformation strategy and plan<sup>4</sup>.

## 6. Integrated Assessment Implications

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

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Acts
- Advance equality of opportunity between people who share a protected characteristic and those who do not
- Foster good relations between people who share a protected characteristic and those who do not

<sup>4</sup> In 2022-23 the Organisational Transformation CDC work programme includes consideration of: rewards & recognition of staff, agile working, recruitment and selection, transformation, customer contact strategy, Swansea as a Human Rights City and co-production

- Deliver better outcomes for those people who experience socio-economic disadvantage
  - Consider opportunities for people to use the Welsh language
  - Treat the Welsh language no less favourably than English
  - Ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs
- 6.2 The Well-being of Future Generations (Wales) Act 2015 mandates that public bodies in Wales must carry out sustainable development. Sustainable development means the process of improving the economic, social, environmental, and cultural well-being of Wales by acting in accordance with the sustainable development principle, aimed at achieving the ‘well-being goals’.
- 6.3 Our Integrated Impact Assessment (IIA) process ensures we have paid due regard to the above. It also takes into account other key issues and priorities, such as poverty and social exclusion, community cohesion, carers, the United Nations Convention on the Rights of the Child (UNCRC) and Welsh language.
- 6.4 An IIA Screening Form has been completed with the agreed outcome that the summary of impacts for this report has been categorised as low. However, the accumulative transformation plan during delivery will have a higher impact, for this reason each project/system/service touched on within each programme will have an independent IIA completed as part of the development process recognising the impact on people and/or communities.
- 6.5 The transformation vision that “Between 2022 and 2027 Swansea Council will deliver at least the same if not better outcomes for our population and improve our efficiency by making significant changes to the way we work and how our services are designed and delivered” is aligned to the achievement of the national wellbeing goals.
- 6.6 This report fulfils a commitment to review the Achieving Better Together strategy and goals within the first 100 days and proposes that development of the detailed plan and programmes is undertaken over the next four months, aligned to the development of the corporate plan and the MTFP, with a further report to Cabinet in March 2023.
- 6.7 Directors will work with Cabinet Members and partners over the next four months to develop a single coherent transformation plan for the council which supports the vision and goals, bringing together key corporate and service transformation programmes, and aligning them to regional and national plans.

## **7. Financial Implications**

- 7.1 There are no direct financial implications arising from the recommendations in this report. However, implementation of the transformation strategy will lead to significant changes to the organisation's operating model, technology, process and/or service delivery models.
- 7.2 It is expected that to be successful some programmes may need technical expertise or technology that will require upfront investment (e.g., digital solutions, sector experts). Where this is the case a full business case will be produced including a full financial analysis to make the case for any investment where projected costs cannot be contained within Directorate cash limits. Any such investment is likely to necessitate a draw down from earmarked reserves if external sources of funding cannot be identified. Clearly the pace of progress will be subject to the availability of resources to fund transformation activity over the five-year lifetime of the strategy.

## **8. Legal Implications**

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

**Background Papers:** None

**Appendices:** Appendix A - IIA

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

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

Service Area: Transformation

Directorate: Corporate Services

**Q1 (a) What are you screening for relevance?**

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

**(b) Please name and fully describe initiative here:**

**Swansea Council Transformation Strategy - Review of Transformation Strategy & Goals**

Under the *Achieving Better Together* strategy from 2020-22 the council focused on supporting the county and council's recovery from the COVID19 pandemic. Attention now needs to turn to what transformation is needed over the medium-term and longer-term. Against that background in July 2022, council made a commitment to prioritise a "review the *Achieving Better Together* transformation strategy and goals" The report is an update on progress and the outcome of the reviewed transformation vision and goals, which provides a clear rationale, and narrative for transformation.

***"Between 2022 and 2027 Swansea Council will deliver at least the same if not better outcomes for our population and improve our efficiency by making significant changes to the way we work and how our services are designed and delivered"***

The following six strategic goals provide a detailed route map as to how the vision will be achieved:

- To remodel services, focusing on meeting people's needs, within the funding available
- To facilitate economic prosperity through already committed major infrastructure investment
- To build inclusive, resilient, and cohesive communities by working with partners and the public to maximise use of combined resources
- To develop excellent customer services and maximise efficiency, including through the use of digital technology
- To reduce the council's impact on the environment
- To develop a motivated and committed workforce that is innovative, supported, skilled and customer-focused

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

	High Impact		Medium Impact		Low Impact		Needs further Investigation	No Impact
	+	-	+	-	+	-		
Children/young people (0-18)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Older people (50+)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Any other age group	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Future Generations (yet to be born)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Disability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Race (including refugees)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Asylum seekers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gypsies & travellers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Religion or (non-)belief	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sex	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sexual Orientation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gender reassignment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Welsh Language	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Poverty/social exclusion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Carers (inc. young carers)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Community cohesion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Marriage & civil partnership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pregnancy and maternity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Human Rights	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Q3 What involvement has taken place/will you undertake e.g. engagement/consultation/co-productive approaches?**

**Please provide details below – either of your activities or your reasons for not undertaking involvement**

The council’s transformation vision & goals for 2022-27 has been co-designed by the Cabinet and Corporate Management Team

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

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

\*In line with the Corporate Plan



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

High risk

Medium risk

Low risk

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

Yes

No

If yes, please provide details below

Each service will be impacted in some way during delivery as the report outlines the overall vision & Goals for the Council’s transformation programme. A further report will be brought to Cabinet in March 2023 seeking agreement of the transformation plan and programmes that will support delivery of the 2022-27 transformation strategy and goals outlining the impact of the programme.

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

Yes

No

If yes, please provide details below

Amendments to Programme pages will require changing. (Already in conversation with Web Team)

**Q8 What is the cumulative impact of this proposal on people and/or communities when considering all the impacts identified within the screening and any other key decisions affecting similar groups/ service users made by the organisation?**

*(You may need to discuss this with your Service Head or Cabinet Member to consider more widely if this proposal will affect certain groups/ communities more adversely because of other decisions the organisation is making. For example, financial impact/poverty, withdrawal of multiple services and whether this is disadvantaging the same groups, e.g., disabled people, older people, single parents (who are mainly women), etc.)*

This report has a specific focus is on internal business therefore the impact on external people and communities is low.

However, the accumulative programme during delivery will have a higher impact, for this reason each project/system/service touched on within the project will have an independent IIA completed as part of the development process recognising the impact on people and/or communities. A further report will be brought to Cabinet in March 2023 seeking agreement of the transformation plan and programmes that will support delivery of the 2022-27 transformation strategy and goals outlining the impact of the programme.

**Outcome of Screening**

**Q9 Please describe the outcome of your screening using the headings below:**

- **Summary of impacts identified and mitigation needed (Q2)**
- **Summary of involvement (Q3)**
- **WFG considerations (Q4)**
- **Any risks identified (Q5)**
- **Cumulative impact (Q7)**

The report adheres to the well-being objective in the Corporate Plan.

The summary of impacts for this report has been categorised as low. However, the accumulative programme during delivery will have a higher impact, for this reason each project/system/service touched on within the programme will have an independent IIA

completed as part of the development process recognising the impact on people and/or communities.

The new vision “Between 2022 and 2027 Swansea Council will deliver at least the same if not better outcomes for our population and improve our efficiency by making significant changes to the way we work and how our services are designed and delivered” is aligned to the national wellbeing goals.

This report fulfils a commitment to review the Achieving Better Together strategy and goals within the first 100 days and is limited to that. The report proposes that development of the detailed plan and programmes is undertaken over the next four months, aligned to the development of the corporate plan and the MTFP, with a further report to Cabinet in March 2023.

Directors will work with Cabinet Members and partners over the next four months to develop a single coherent transformation plan for the council which supports the vision, brings together key corporate and service transformation programmes, and aligns to regional and national plans.

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

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

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

<b>Screening completed by:</b>
<b>Name: Marlyn Dickson</b>
<b>Job title: Strategic Change Programme Manager</b>
<b>Date: 24/10/2022</b>
<b>Approval by Head of Service:</b>
<b>Name:</b>
<b>Position:</b>
<b>Date:</b>

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

# Agenda Item 10.



## Report of the Cabinet Member for Culture & Equalities

Cabinet – 17 November 2022

### Annual Equality Review 2021/22

<b>Purpose:</b>	To publish the Council's Annual Equality Review for 2021/22 in line with the Public Sector Equality Duty and reporting regulations for Wales.
<b>Policy Framework:</b>	Public Sector Equality Duty and reporting regulations for Wales.
<b>Consultation:</b>	Access to Services, Finance, Legal
<b>Recommendation(s):</b>	It is recommended that:  1) Cabinet approve the report content for publication.
<b>Report Authors:</b>	Richard Rowlands / Joanne Portwood
<b>Finance Officer:</b>	Paul Roach
<b>Legal Officer:</b>	Debbie Smith
<b>Access to Services Officer:</b>	Rhian Millar

#### 1. Introduction

1.1 The attached report is the tenth review under the Public Sector Equality Duty and reflects the annual reporting regulations for Wales introduced in 2011.

#### 2. Content

2.1 The report at Appendix A summarises progress against the Strategic Equality Objectives contained within our Strategic Equality Plan 2020/24. Additional information (of relevance to the requirements of the Public Sector Equality Duty) has also been included.

2.2 The report is a retrospective review of progress against the actions to meet the Objectives during 2021/22, which is set out in more detail in Appendix B. Details on employment & training information is attached at Appendix C.

### **3. Integrated Assessment Implications**

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

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

3.1.1 The Well-being of Future Generations (Wales) Act 2015 mandates that public bodies in Wales must carry out sustainable development. Sustainable development means the process of improving the economic, social, environmental and cultural well-being of Wales by taking action, in accordance with the sustainable development principle, aimed at achieving the 'well-being goals'.

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

3.1.3 This report meets our duty to report on progress in 2021/22 meeting the Strategic Equality Objectives set out in the Strategic Equality Plan 2020/24; so there is no direct impact on people or communities.

### **4. Financial Implications**

4.1 There are no financial implications associated with this report.

### **5. Legal Implications**

5.1 There are no legal implications associated with this report.

**Background Papers:** None.

#### **Appendices:**

Appendix A	Equality Review Report 2021/22
Appendix B	Equalities Action Plan 2021/22
Appendix C	Equalities Data Report – Year end 31 March 2022
Appendix D	Integrated Impact Assessment Screening Form



**Equality Review Report  
2021/22  
(Year ending March 2022)**

## **Annual Review of Equality and Diversity 2021/22**

### **1. Introduction**

This is the City and County of Swansea's Annual Review of Equality and Diversity 2021-22. This is our eleventh review under the Public Sector Equality Duty and reflects the reporting regulations for Wales, which were introduced in 2011. The Council adopted a new Strategic Equality Plan 2020-24 in April 2020 and this is the second year of reviewing this plan.

The review of progress took place between May to July 2022. Departments across the Council, were asked to assess the progress they have made in terms of delivering the steps in our Strategic Equality Plan 2020-24. They were also asked to review intended outcomes, measures of success and outline future actions for the next two years; 2022-23 and 2023-24 and to map steps in relation to their fit with the Council's Well-being objectives. This information provides a framework and an action plan to monitor the delivery of our Strategic Equality Plan 2020-24 and our Equality Objectives. All of the information can be found in Appendix 1.

The information will also be used as part of the evidence we will be collecting and analysing for the Council's corporate self-assessment and annual report required under Part 6 of the Local Government & Elections (Wales) Act 2021.

This report contains details on:

- The eleventh review of progress for our Equality Objectives, and the second year of review for our Strategic Equality Plan 2020-24,
- our Corporate work on Equalities including work on our Integrated Impact Assessment (IIA), the implementation of the Socio-economic duty, Human Rights, Employment and Training data and information and a follow up to our Scrutiny Inquiry Panel into Equalities,
- our consultation and engagement work in relation to Equalities and with people with protected characteristics,
- a series of case studies to highlight our work on Equalities in relation to policy and practice,

We are continuing to build upon our knowledge of data about people with protected characteristics living in Swansea. This year, the first results of the 2021 Census, which included national and local authority area population totals and an age/sex breakdown of the population were published in 2021. This year, we also produced Swansea's Assessment of Local Well-being on behalf of Swansea's Public Service Board. This assessment examines different aspects of social, economic, environmental and cultural well-being in Swansea and provides a description of Swansea's demographic profile. Some of the population characteristics include a description of Swansea's population which includes some people with protected characteristics such as Ethnic

Group, Religion and Welsh Language speakers (albeit that this information is somewhat outdated and based on the 2011 Census). More results from the 2021 Census, including data about people with protected characteristics and further information on local population characteristics, will be part of future Census release phases beginning in autumn 2022

## **2. Our Corporate work on Equalities**

This section of the report outlines some of the key developments we have undertaken in relation to our Corporate work on Equalities.

### **2.1 Integrated Impact Assessments (IIA)**

We continue to use equality information to inform our key decision making and policy development process. Last year we revised our Equality Impact Assessment (EIA) process and developed an Integrated Impact Assessment (IIA) process. The purpose of developing an Integrated Impact Assessment (IIA) process was to bring together a range of impact assessment duties into one single coherent framework, in order to reduce duplication and complexity. Our Integrated Impact Assessment was designed to meet the requirements of existing and new Welsh legislation such as the Public Sector Equality Duty, the Well Being Act of Future Generations Act (2015) and the new Socio-economic duty (2021). Our IIA process also takes into account other key issues and priorities, such as poverty and social exclusion, community cohesion, carers and the United Nations Convention on the Rights of the Child (UNCRC) and Welsh language.

Our IIA process has been systematically developed to examine whether any new or existing functions, services, policies, procedures, strategies, plans or projects affects any person or group of persons disproportionately. The process has been designed to help decision makers balance the needs of the long term against the immediate pressures of the short term and give decision makers better information about the likely impact of their decision on vulnerable groups. The purpose of our IIA process is to consider whether a proposal balances immediate needs with the well-being of future generations, analyse policies and practices to determine whether they are likely to discriminate or disadvantage people and assess whether proposals will result in any adverse impacts

IAs are an integral part of any decision making process and we aim to undertake them as early as possible during any initiative - ideally at its inception. Our IIA process includes an initial screening form and guidance for staff to use to assess the impact on equalities and a full report and guidance for staff to use when it is required. The Council's Access to Services Team co-ordinates dedicated IIA support by providing information, advice and quality assures all completed IAs.

## **2.2 Implementation of the Socio-economic duty**

The Socio-economic duty has been in place in Wales for just over a year. A number of training and awareness raising sessions on the new duty were held with the Council's Corporate Management Team, Leadership Team, Cabinet, Councillors and staff from a cross-departmental Poverty Forum. E-learning modules have been updated and a new module created on Equalities and IIAs for decision makers and managers. These training modules are mandatory. Work has been completed to review the use of the IIA process with Leadership Team, monitoring the new duty, developing more specialised training on the Socio-economic duty and promoting the new duty through local partnerships such as Swansea's Public Service Board (PSB). Future plans include embedding the new duty in all new strategic documents and within our approach to meeting the new requirements of the Local Government and Elections (Wales) Act (2021).

## **2.3 Human Rights**

During 2021-22, the Council in partnership with Swansea's Public Services Board (PSB) have been working towards declaring Swansea a Human Rights City. Our Equality and Future Generations Board have appointed a Strategic Equality and Human Rights Co-ordinator to deliver a Strategic Equality and Human Rights Strategy and Action plan working with departments across the Council and other partners. In September 2021, a steering group was established consisting of representatives from each PSB and chaired by the Cabinet Member with the responsibility for Equalities. In October 2021, we developed a survey to explore people's priorities in becoming a Human Rights City and to establish a baseline awareness of Human Rights knowledge and awareness. In November 2021, the PSB Partnership Forum engaged with over 60 representatives from private, public and the Third sector organisations including representatives from different services within Swansea Council to discuss emerging priorities from the survey and to explore how all organisations can work together to become a Human Rights City. On the 10<sup>th</sup> of December 2021, Swansea's Public Service Board declared their intention to become a Human Rights City. Work is currently underway to map existing programmes, policies and areas of work to the emerging priorities for Swansea as a Human Rights City.

## **2.4 Employment and Training Information**

In our role as a major employer in the local area, the Council has continued to support and promote Equalities across our workforce. During 2021-22, we developed a new Workforce and Organisational Development Strategy 2022-27, which takes into account the requirements of the Well-being of Future Generations Act (Wales) Act 2017 and is aligned to the Council's Achieving Better Together programme. The new strategy has been developed following extensive consultation with Councillors, Senior Leadership, Trade Unions and engagement with a wide range of staff through workshops and a staff survey. Our Workforce and Organisational Development Strategy 2022-27 contains a



specific strand for 'Equality in the Workplace' and an objective to 'maintain a culture where equality of opportunity exists for all to fulfil their potential'.

As part of our Workforce and Organisational Development Strategy 2022-27, a Workforce Equalities Group has been established to explore a range of equalities related issues for our workforce. The group is chaired by the Strategic HR&OD manager and consists of representatives from each Directorate and staff from each of the protected characteristic groups. The group has been working to improve data collection about protected characteristics by reviewing systems to collect data and exploring options to encourage more employees to disclose personal information related to protected characteristics. The group have also worked with a recently appointed Recruitment Specialist to identify potential actions the Council could take to improve its approach to recruitment and ensure that the Council is perceived to be a fair, inclusive and a diverse employer. The Workforce Equalities group will also be working to support the Council to work towards the next higher level accreditation of the UK Government's Disability Confident scheme and to give consideration to the Welsh Government's Race Equality Action Plan and LGBT+ Action Plan as they relate to the Workforce.

This year our Learning and Development Team have reviewed and produced a new Equalities module and developed a new Recruitment and Selection module which aims to ensure that Recruiting Managers consider all equality considerations during the recruitment process. We have also developed e-learning provision on Equalities and Integrated Assessments and have been exploring how to progress training provision for non-IT users on this subject. This year we have also revised the Equal Opportunities form (in line with the Welsh Government template) as part of our recruitment process and have worked with specific teams within the Council e.g the Poverty & Prevention Team to explore how to attract minority groups to apply for jobs during the recruitment process. We have also promoted workshops on 'Unconscious Bias and Cultural Competency' for our staff and explored how to highlight diversity in Council events, news and communications and make best use of diverse job boards. We are continuing to report on the gender pay gap and plan to analyse other pay gaps such as disability and BAME, as well as gender, in future.

## **2.5 Accessible Information**

This year we launched a new and improved Council website in August 2021. Improvements and testing were undertaken with a number of Councillors, members of the Digital Inclusion Working group, staff members and other external groups such as the Parent Carer Forum. We have also consulted with the Disability Liaison Group to identify areas for improvement and further continued work is planned to identify any additional difficulties and to ensure any future developments are co-produced to improve accessibility for a wide range of users' needs. Improvements made included the reformatting of tables and PDFs so that the content is easily accessible and can be found more easily via search engines, the inclusion of descriptive labels on all images, the use of plain English / Welsh and adding a save function on long forms, so that

the user does not lose any information. This year we have also produced further guidance on accessible content and promoted several stories through the Staffnet during the year to highlight accessibility. We have also revised guidance for web editors e.g using tables only when absolutely necessary to display information and regularly update the guidance as new material is produced.

Our new website has been tested via browser extensions e.g Axe which is used by Government Digital Services, and also Silktide. Both have shown a significant improvement, compared to the previous website with most pages meeting AA standard using the W3C 2.1 guidance. The ranking of our website has also improved and increased by 218 places in the most recent Sitemorse report which ranks every English, Welsh and Scottish Councils' websites on accessibility, content/links, code quality, performance and brand. The report was the first since the new Swansea and Abertawe sites went live and we were the second most-improved website behind Tewkesbury.

We have continued to provide a co-ordinated approach to all interpretation and translation, including telephone and face-to-face provision through our memberships of the Wales Interpretation and Translation Service. This does not include in-house Welsh-English translation through our translation unit. As a result of our membership of the WITS partnership, we have a co-ordinated approach to all interpretation and translation, including telephone and face-to-face provision. The top five languages requested in 2021- 2022 were: Arabic, Polish, Kurdish (Sorani), Bengali, Romanian

The Council remains committed to the Welsh Language Standards and has continued to promote and support the use of the Welsh Language. Our Welsh Language Standards Report 2021-22 outlines how we have met these standards and contains examples and highlights of new projects and activities. This report also includes work or actions as a result of any feedback, investigations, or monitoring work by the Commissioner, or as a result of complaints received directly from the public.

## **2.6 The Impact of the Scrutiny Inquiry Panel into Equalities**

A Scrutiny Performance Panel was reconvened in January 2022 to assess the impact of Scrutiny inquiry report into Equalities. The report aimed to identify what had changed since the report was presented to Cabinet, assess whether the agreed recommendations had been implemented and to examine the impact of the Scrutiny inquiry. The report identified a number of significant changes including the development of a new Strategic Equalities Plan 2020-24, the establishment of a new Strategic Equalities and Future Generations Board, a commitment to work towards becoming a Human Rights City and the development of a new Workforce Equalities Group. Overall, the inquiry concluded that we have made good progress in implementing many of the recommendations from the inquiry and the internal focus on equality issues has increased – albeit that the pace of delivery for some recommendations has been hampered, as a result of the Covid-19 pandemic.

In terms of implementing the recommendations, during 2021-22 the Strategic Equality and Future Generations Board has continued to meet and work to deliver its priorities and work programme. The Board works to support, monitor and champion equalities across the Council and has appointed a Strategic Equalities and Human Rights co-ordinator to support the delivery of its priorities, including working towards becoming a Human Rights city. Although due to the timing of producing our Strategic Equality plan 2020-24, it was not possible to co-produce the plan, this year we have been working towards our aspiration to co-produce future plans, by working with representatives from the Equality and Human Rights Commission (EHRC) Cymru. Our Strategic Equality and Future Generations invited representatives from EHRC Cymru to discuss good practice in relation to equalities work undertaken by other Local Authorities and the wider public sector and to learn about potential future equality issues such as AI and the use of technology. This will inform our approach next year in terms of planning to co-produce a new Strategic Equality Plan for 2025.

The implementation of recommendations relating to our Equality forums and Councillor Champions has been delayed to some extent by the effects of the Covid-19 pandemic. Some work has been undertaken with the Council's Leadership Team in terms of identifying priority areas for engagement and to promote wider service level engagement with Equality forums. However, the pandemic has challenged the continuity of the forums and although engagement continued in some instances albeit through virtual or blended approaches, priorities for engagement have been re-focused to respond to the priorities coming out of the pandemic. The Deputy Leader has now taken on "Champions Liaison" as part of his portfolio. Councillor Champions are continuing to work with, advocate and promote equality issues for groups of people with protected characteristics. They cover a wide range of equality issues including; Disability and Access to Services, Diversity, LGBT (Lesbian, Gay, Bisexual and Transgender), Women, Domestic Abuse, Carers, Poverty, Vulnerable and Older People, Sanctuary and Inclusion, in addition to wider themes such as Health and Wellbeing.

In January 2021, work also continued with a reconvened Staff Equalities group, with new terms of reference, and a closer alignment to the Strategic Equalities and Future Generations Board. This year, the group have been given presentations and discussed easy read/plan English/Welsh and co-production. They have also been given information about Equality Groups and their contacts in Swansea and have been offered opportunities for training in Unconscious Bias, Cultural Competency and Human Rights. Engagement has been identified as a key priority for the Strategic Equality and Future Generations Board going forward.

This year the Co-production Strategy for Social Care was approved by Cabinet July 2021 (this had been co-produced with many carers who are part of the Co-production network). A new Regional Carers Forum was also established in January 2021, building upon the Regional Carers Strategy which was also co-produced and submitted for approval through the Carers Partnership Board and the Recovery Board. Good progress has been made in

relation to reviewing the Council's Recruitment and Selection Policy through the development of our Workforce and Organisational Development Policy and the appointment of a Recruitment Specialist. We have also made good progress with reviewing training in relation to equality issues by reviewing an e-learning module on Equalities, the development of an e-learning tool box and actively reviewing records of staff who have completed mandatory equalities training. This year we have also completed a Corporate Co-production Framework and devised and delivered training to Corporate Management Team and Cabinet on Co-production. We have recently secured some funding from our Economic Recovery Fund to commission work about we can support and develop co-production across the Council.

This year we have continued to lead positive campaigns celebrating Swansea's diversity and zero tolerance for discrimination – albeit that there has been some disruption and cancellations or a move to host events on-line events as a result of restrictions relating to the Covid-19 pandemic. This year we provided support to major events such as Swansea Pride, the Holocaust and the launch of Human Rights City initiative in Dec 2021. In addition, we have also provided communications support to other Council initiatives which have taken place relating to promoting diversity and zero tolerance such as Domestic Violence.

### **3. Consultation and Engagement**

We are continuing to support our commitment to consultation by involving residents, other stakeholders and employees in our decision making processes. We have revised our approach to consultation and engagement and developed a draft Consultation and Engagement Strategy 2020-23. The aim of the strategy is to provide a framework for the meeting the Council's consultation and engagement requirements over the next three years and provides guidance to services about when the Council should consult, the level of consultation and engagement required, principles to consider when undertaking consultation and engagement and the use of consultation and engagement results. The strategy has been designed to support, (not to replace), existing statutory and regulatory consultation and engagement processes, long standing consultation and engagement arrangements within service areas, and existing partnership arrangements.

This year, people have had the opportunity to give their views on a wide range of issues including the Council's Budget, future priorities for the Council and Human Rights. People have also been invited to give their views on different aspects of Council services and a range of services have been supported by to develop specific consultation approaches and mechanisms to identify levels of need and demand for services in communities e.g the Play Sufficiency Assessment (PSA). This year, we also continued with our staff survey to examine levels of jobs satisfaction and employees' perspectives to inform the development of future workforce policies.

### 3.1 Children and Young People

We have a longstanding history of working in partnership to engage with, and listen to, Children and Young People. Since 2014, the Big Conversation has offered nearly 10,000 children and young people aged 5-25 years living in Swansea, the opportunity to engage and participate in decision making. The Council has a formal policy commitment to Children's Rights and is unique in Wales. We also aim to ensure our work is as inclusive as possible through supporting appropriate participation and engagement of those least likely to engage by providing dedicated support e.g Care Experienced Children and Young People.

As a result of the pandemic, we have reviewed the ways in which we engage with Children and Young People. During 2021-22 we have reviewed our Children and Young People's Rights Scheme and revisited our County wide consultation and engagement mechanisms. This year we have worked with Children and Young People to co-produce a number of indicators to inform the development of Swansea's Children's Rights Scheme based around the five principles of our agreed rights based approach. Work was undertaken with 233 Children and Young People from 11 schools to determine priorities and measures. In addition, we also developed an on-line survey for Children and Young People about Children's Rights and received 358 responses. Feedback from Children and Young People suggested future priorities for focus should include; involving Young People in politics, ensuring LGBTQ+ equality, listening to the collective learner voice, protecting the safety of Young Women in public spaces, protecting the environment and green spaces, listening to quiet voices and supporting Disabled Children to be heard.

During 2021-22, work has also been undertaken by Young People in secondary schools, the Education Directorate and our Democratic Services team, to promote awareness about new legislation which allow young people in Wales to vote from age 16 yrs. This year work has also been undertaken by Young People as Members of the Western Bay Junior Safeguarding Board, to develop a LGBTQ+ resource pack for schools to raise awareness of LGBTQ+ issues faced by Young People. The Equality-tea resource packs have been distributed to all secondary schools Swansea and supported with additional learning opportunities. Work has also been undertaken to provide engagement opportunities through the development of a Pupil Voice Professional Learning Community and a Pupil Voice Manifesto' for Swansea. This work was led by Bishopston Comprehensive, and was supported by the Education Directorate's Partnership and Involvement Team.

Other examples of engagement work based on Children and Young People's priorities have included workshops with the Police and the Police and Commissioner about Young Women's safety, building in personal safety considerations within existing projects targeted at Young Women such as "Us Girls" and the development of a pilot training project to ensure that Children and Young People with disabilities and additional learning needs can recognise and realise their rights.

### **3.2 Older People (aged 50+ yrs)**

As a result of the pandemic we have also reviewed the ways in which we engage with Older People (aged 50yrs +). In June 2021 we put in place measures to support the development and implementation of Swansea's Strategy for an Ageing Society and to identify areas of need within the Ageing Well agenda. During August to September 2021, we undertook a consultation with Older People (aged 50yrs +) to identify barriers to engagement and their preferred mechanisms for engagement. Around 500 Older People (aged 50 yrs +) participated through community events, face to face discussions and 236 people responded to an online survey. Feedback from Older People (aged 50 yrs+) identified the following priorities; transport, social isolation, active ageing, services, digital equality, information and communication and improving Swansea.

As a result of feedback, regular face to face engagement activities taken place since October 2021 on a weekly basis, to build relationships, reduce social isolation and share information. Activities have included weekly 'walk and talk' sessions weekly 'tea and chat' sessions and a number of events aimed at Older People (aged 50yrs +) with protected characteristics such as the 'Transgender Day of Remembrance' for members of the LGBT community and the Swan Garden Christmas event for members of the BAME community. This year, other community events for Older People (aged 50 yrs +) have included a multi cultural event with the members of the African Community Centre, free boat trips on Copper Jack, and a pilot train travel project for Older People. This year our Winter of Well-being Programme funded more than 50 organisations to provide a range of activities in communities such as sports and physical activities, arts and crafts, community events, coffee mornings, yoga, tai chi and a range of other activities.

This year we also reviewed and re-launched our Ageing Well Steering Group in July 2021 to support partnership working and the wellbeing of Older people (aged 50+). We extended the reach of our membership to include individuals aged 50+, community groups that support people aged 50+, Members of the Public Services Board, representatives from the Third Sector and partner organisations. The purpose of the group is to take on the role of Ageing Well Champions and support the development and implementation of Swansea's Strategy for an Ageing Society, which is underpinned by the Council's commitment to the Dublin Declaration on Age Friendly Cities and Communities in Europe, signed in 2014.

### **3.3 Hate Crime**

The prevention and reduction of Hate Crime and Community Tension Monitoring is one the five strategic priorities identified in our Safer Swansea Strategy 2018-21. In line with Welsh Government's National Strategy on tackling Hate Crime, 'WG Tackling Hate Crimes & Incidents – A Framework for Action' the Safer Swansea Strategy 2018-21 aims to prevent Hate Crime, support victims and improve a multi-agency responses to the problem. Our

Hate Crime Stakeholder Action Plan' continues to be managed and monitored through the Hate Crime Stakeholder Group and the Safer Swansea Partnership Steering Group.

A snapshot of recorded Hate Crime in Swansea between for 12 months up until April 2022 revealed that there were 458 incidents recorded in Swansea. This represents a significant increase in the number of reported Hate Crimes during the previous year of 191 – although this in part can be explained to some extent by the pandemic and subsequent 'stay at home' restrictions. Nevertheless, since 2014 there has been a steady year on year increase in the number of reported Hate Crimes. During 2021-22, almost 70% of all recorded incidents were classified as 'racial' and just over 20% were classified as 'sexual orientation'. The remaining incidents were classified as 'religious hate crime', 'transgender hate crime' and 'other'. The largest proportion of Hate Crime incidents were recorded in the city centre and more frequent in the summer months.

Although there has been an increase in the number of reported Hate Crimes, national research conducted by the Home Office has shown that this type of crime is often under reported and therefore any increase in recorded incidents can be as a result of an increasing confidence amongst victims to report hate crime. In order to improve the response to Hate Crimes and to improve confidence of victims to report incidents in Swansea, we have continued to have frequent dialogues with South Wales Police Hate Crime team, partner agencies and BAME communities, to discuss issues identified and are in the process of developing a Hate Crime MARAC (Multi Agency Risk Assessment Conference).

This year we have continued to promote Hate Crime training opportunities for staff and provided e-learning opportunities. In addition we have worked to raise awareness of Hate Crime and reporting pathways with our partners and in local communities. A further 99 members of Council staff completed the Hate Crime e-learning training during 2021-22, in addition to the 588 members of staff who had already completed the training previously. Almost 50 people attended the Victim Support training which focused on an introduction to Hate Crime in Wales across all of the groups with protected characteristics during the same time period. We have also continued to support Hate Crime awareness week in October 2021 and have continued to work towards progressing Victim Support's Charter which sets out in detail the rights of victims, and the commitments of organisations such as the Council in tackling Hate Crime, providing support and information for victims, and raising awareness of Hate Crime. We are also working to promote Victim Support's toolkit and awareness of how to report Hate Crime through our District Housing Offices and other community support services.

### **3.4 Community Cohesion**

Swansea has been an asylum seeker dispersal area since 2001 and features in the top 10 in the UK in terms of numbers of asylum seekers in relation to population size. It is one of 4 dispersal areas in Wales. Swansea is proud of

its position of welcoming those fleeing conflict and persecution and was recognised as a City of Sanctuary in 2010.

We have continued to implement the Welsh Government Community Cohesion programme during 2021-22 through a range of regional and local community cohesion activities. Welsh Government extended the funding for Community Cohesion Officers from April 2021 to March 2022. Although this represented a continuation of funding, the focus of activity changed to include the prioritisation of engagement and awareness raising, training and capacity building, tension monitoring and mitigation, inclusive policy and decision making and the prevention of hate, exploitation and extremism. Although many of our planned face to face engagement activities with our Equalities Forums, have not taken place as planned, as a result of the pandemic, we have continued to promote Community Cohesion through a range of on-line events such as National Hate Crime awareness week, Welsh Government Hate Crime campaigns, Interfaith week, LGBT+ History month, Black History month and the Holocaust Memorial day.

This year we have continued to promote awareness of the EU settlement scheme (EUSS) and to encourage EU nationals and their family members to apply for “pre-settled” or “settled status” to ensure that they are eligible for access to public services. We have supported the delivery of a number of EU Settlement Information sessions for Councillors, front line staff and key partners and supported more than 9,00 people living in Swansea to apply for “settled” or “pre-settled” status up to September 2021. Almost half of EU nationals who applied for settled or pre- settled status were from Poland and Romania.

We have also continued to work with our local partners including South Wales Police to monitor tensions and hot spots, co-ordinate a multi-agency response to reduce tensions and undertake preventative work. This year, we have held weekly virtual meetings between the Community Cohesion team, South Wales Police Hate Crime team and other key stakeholders to identify areas of tension and identify additional interventions. We have also held regular engagement meetings with key stakeholders to share intelligence and concerns from students, BAME residents, refugees and local Faith group leaders. We have also promoted social media content for Refugee Week, supported the Race Council for Wales event for Windrush elders in our communities and supported and promoted Holocaust Memorial Day, Faith awareness week, International Women’s day and the City of Sanctuary 10<sup>th</sup> anniversary. We also supported the Census Engagement Manager for Swansea Bay to identify ‘Hard to Reach’ groups to encourage the completion of Census 2021 forms, promoted Census material with local community groups, Faith groups and local Third sector organisations and worked with our Communications team to ensure Census material is available in various languages and to debunk myths over Census and personal data.

In terms of training and awareness raising sessions we have promoted and delivered training on the EU Settlement Scheme, Counter extremism, Modern Day slavery, assisted with Hate Crime Awareness Week, and supported a



Hate Crime awareness programme in our Schools in Swansea. We have also been working with partners to support innovative campaigns to challenge myths and misconceptions and promote positive messages, celebrating diversity, e.g. annual Eid in the Park / School Swap project / Traditional Games / Schools Hate Crime awareness projects, Interfaith week, Holocaust Memorial Day, Diwali, LGBT+ month, Windrush, Refugee week, Black History month. This year Our Abertawe – Celebrating Swansea Together event brought people from all backgrounds together to enjoy the contributions of all Swansea residents

### **3.5 Domestic Violence**

During 2021-22, our IDVA Project received 1542 referrals for high risk Domestic Abuse Victims and the Domestic Abuse Hub received referrals for 3185 children linked to incidents of Domestic Abuse. This compares to 1398 referrals for high risk Domestic Abuse victims and the Domestic Abuse Hub received 4,376 referrals to the Domestic Abuse Hub in the previous year. Whilst crisis response remains a priority, focus has also shifted on to community based Primary Prevention, working with Education and the specialist sector, as well as a renewed emphasis on working with perpetrators. We have continued to re-structure our early help offer in Swansea to complete proportionate and timely assessments, in order to ensure that children and young people are able to access the right support at the right time, from the right service to prevent escalation of need

The National Training Framework rollout continues with 100% of Local Authority staff trained in the VAWDASV Group 1, and 199 staff receiving Group 2 Ask & Act training during 2021-22. We are also continuing to implement our new Special Leave policy for staff who have suffered from Domestic Abuse.

### **3.6 Poverty**

We are continuing to work with partners to develop a Swansea Poverty Truth Commission, which is the first Poverty Truth Commission in Wales. The aim of our Poverty Truth Commission is to place those affected by poverty at the heart of decision making about poverty. Although progress with the development of Swansea's PTC has been hampered by the Covid-19 pandemic, work to develop the PTC has continued virtually on-line and face to face when regulations have allowed. All Community Commissioners have been recruited and a launch event is planned for the latter part of 2022.

We have continued to work tackle the complex causes and consequences of poverty through the provision of a wide range of support such as employability and addressing barriers to employment, education and training, welfare rights advice and entitlement, housing and the prevention of homelessness, the distribution of grants and working collaboratively with external partners. During 2021-22, we distributed over £293k to 97 projects via the Food Poverty Grant, Period Dignity in Communities Grant, the Household Support Grant and Men's Shed's funding to address poverty and social isolation and have

played a key role in the distribution of national support and grants such as winter fuel payments and cost of living payments. We have also worked with partners to develop new partnership initiatives, such as a Fuel Poverty Voucher Scheme with Citizens Advice, a Community Calling Project with Hubbub, O2 and SCVS, a Community Coordination Programme with the Children's Society and various partners across Swansea and the launch of the Hope in Swansea App led by Matthew's House.

During 2021-22 we have supported almost 500 people gain employment through our Swansea Working gateway and supported over 600 people gain accredited qualifications and improve their opportunities for employment. Our Welfare Rights Team have worked to raise £1,139, 249m of welfare entitlement payments for local residents during 2021-22 and provided training and guidance to front line staff in the Council and partner agencies to promote awareness of benefit entitlement and support clients with the process of making applications for welfare benefits.

We are continuing to revise our Tackling Poverty Strategy, aiming to ensure that tackling poverty is everybody's business. We are working through our Internal Poverty Forum, our Partnership Poverty Forum, our Financial Inclusion Steering group and other collaborative arrangements to revise our strategy. We are committed to co-producing the future strategy, working with the Poverty Truth Commission and other people with lived experience of poverty to ensure our future support is appropriate, effective and timely.

#### **4. Case Studies: Examples of our Equalities work**

This section of the report outlines a number of case studies across Swansea which demonstrates the range of different ways in which we are embedding Equality issue across the Council in terms of both policy and practice.

##### **Case Study 1: Human Rights City**

Swansea Council in partnership with Swansea's Public Services Board (PSB) is working towards declaring Swansea a Human Rights City in December 2022. The aim of the initiative is to work towards creating a city where everyone is equal and to empower people to understand their rights and respect the rights of others.

A steering group was established in September 2021 consisting of a representative from each PSB organisation to drive this ambition. On the 10<sup>th</sup> of December 2021 (Human Rights Day), Swansea's Public Service Board publicly declared their intention to become a Human Rights City. Extensive engagement has taken place across Swansea to share the ambition and to gain support. In October 2021, we conducted a survey to identify what local people think the priorities should be for Swansea as a Human Rights City. The survey also provided a baseline for the awareness of Human Rights knowledge and awareness in the city.

In November 2021, a PSB Partnership Forum was hosted to explore what partners could contribute towards Swansea's ambition of declaring itself a Human Rights City. Over 60 representatives from private, public and Third sector organisations took part, including representatives from different services within Swansea Council. As a result of the events and ongoing consultation and engagement, an action plan was developed with emerging priorities for focus. Work is on-going in relation to mapping programmes, initiatives and policies currently undertaken in relation to each emerging priority with a view to declaring Human Rights City status in December 2022.

## **Case Study 2: World Re-imagined**

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

Swansea is a host city for this ambitious project, which will see communities across the UK collaborate and explore a range of themes and cultural influences. These themes will unite participants and audiences to positively understand our cultural influences, and celebrate the present and future opportunities for us all, through a deeper understanding of history and what connects us as communities. It is anticipated that more than a million people will engage in the project which will include sculpture trails in Swansea and other host cities such as Birmingham, Bristol, Leeds and London.

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

Michelle Gayle, co-founder of The World Reimagined, said:

"If we're going to make racial justice a reality for all, it calls on us to courageously face our shared history with honesty, empathy and grace. If we do that, we can create a future in which everyone can say I'm seen. That's the mission of The World Reimagined and we're so delighted to work with the people and communities of Swansea."

Swansea Council Leader Rob Stewart said:

"Swansea is a welcoming city that thrives on diversity. We're delighted to be partners with the The World Reimagined project.

"We'll help to create many opportunities for communities, schools, colleges, local organisations and artists to get involved - as leaders and facilitators, participants, practitioners, audiences and beneficiaries.

"Our local activity will involve widespread collaboration to create a unique arts trail across the city and its communities. Watch this space - as more details will follow soon."

### **Case Study 3: Unsung Community Heroes Event**

The Brangwyn Hall Unsung Community Heroes awards evening on March 25<sup>th</sup> 2022 was organised by Swansea Council, to recognise the contribution of more than 80 individuals and organisations to local communities during the Covid crisis. Many individuals and organisations added value to mainstream support services by reaching out to 'hard to reach groups.' Examples included;

The Swansea Muslim Community Service - set up to support families struggling to buy essentials. The service distributed food packs and essentials and operated seven days a week for people isolating throughout Swansea and some areas of Llanelli and Pontardawe. Volunteers raised funds and teamed up with Swansea Council, the Swansea Mosque foodbank and the Fareshare scheme so that they could reach out as widely as possible.

The BAME Mental Health Support (BMHS) Service - is a trusted voice when it comes to public health guidelines and early intervention health information for ethnic minorities in Wales. The organisation played an active role throughout the pandemic, including promoting vaccination knowledge and the provision of support to vulnerable community members. Other achievements included raising the profile of the Mental Health Act 1983 reform, contributing to the overall aims and objectives of Wales' Race Equality Action Plan and providing training, health awareness and practical assistance to community members.

Swansea's Muslim Hospitality Service - provides hot food and regular engagement opportunities for homeless people and refugees. During the Covid-19 pandemic, they continued to support people in need and those who were isolating through provision of food packs and other assistance. They helped provide food to NHS staff as a gesture of appreciation and arranged Christmas gifts and dinners for homeless people. The service is well known within different community groups and has good links with different organisations supporting disadvantaged people. Their work has been recognised and appreciated by members of different Faiths and community groups.

#### **Case Study 4: Domestic Abuse - Heads Up Initiative**

This year a new campaign in Swansea and Neath Port Talbot was launched which offers training to beauticians, hairdressers and barbers to help raise awareness about domestic violence and signpost clients to sources of support. The campaign is targeted at people in the industry who often have good relationships and intimate conversations with their clients to raise awareness of the Domestic Abuse and signpost their clients to a range of support. The campaign involved the distribution of promotional material to beauticians, hairdressers and barbers and free training sessions. The campaign was run jointly by Welsh Womens Aid, Swansea Council and Neath Port Council.

#### **Case Study 5: Glynn Vivian – the first UK Art Gallery of Sanctuary**

Swansea Council's Glynn Vivian Art Gallery has become the first in the UK to be awarded the accolade Art Gallery of Sanctuary which means that it has made a commitment to making the gallery welcoming and inclusive to all. Last year, Swansea celebrated 10 years as a City of Sanctuary, and the gallery's award helps to illustrate the area's ongoing support of refugees and people seeking asylum.

Supported by a Taking Part grant from the Art Council of Wales, and the Friends of the Glynn Vivian, the gallery provides workshops, events, art resources and materials to people. During the recovery from Covid-19 pandemic a welcome banner was created and been displayed at the gallery and has been on show at the National Waterfront Museum next year. Other projects by the gallery's welcome group have included community exhibitions at the Glynn Vivian, a mosaic display at Morriston Hospital and participant portraits on hoardings around the city centre's emerging Copr Bay district.

#### **Case Study 6: Hate Crime Charter Trustmark**

Last year the Council signed up to the Victim Support Hate Crime Charter and this year has been awarded the Hate Crime Charter Trustmark for demonstrating it is delivering on its pledge.

The charter sets out in detail the rights of victims, and the commitments of organisations such as the Council in playing a part in tackling Hate Crime, providing support and information for victims, and to raise awareness of Hate Crime among council staff and the communities the council works with. Victim Support's charter has been compiled with the experiences of service users and what matters to them: the right to be heard, the right to report Hate Crime,

the right to be treated with respect, the right to information, the right to free and confidential support, the right to make a complaint and the right to privacy.

Organisations that adopt the charter are committing to ensuring that staff and volunteers are all expected to abide by the charter's promises whenever they come into contact with those affected by hate crime and work to build strong and inclusive communities.

### **Case Study 7: Disability Confident Employer**

In July 2021, the Council was recognised for its efforts to employ and support Disabled staff and was successfully reaccredited by the UK Government's 'Disability Confident Employer' scheme. It has held the middle 'Disability Confident Employer' Level 2 for a number of years and has retained the prestigious award for another three years.

The scheme examines how organisations take action to improve how they recruit, retain and develop Disabled people. The accreditation involved evidencing how the Council challenges attitudes and increases understanding of Disability, removes barriers to Disabled people and those with long-term health conditions and ensuring that Disabled people have the opportunities to fulfil their potential and realise their aspirations.

Work is currently underway to actively pursue the highest 'leader' tier in the Disability Confident Employer scheme.

### **Case Study 8: Road Rainbows**

Three eye-catching road rainbows have added colour and further vibrancy to Wind Street in Swansea. The multi-coloured designs span a newly-laid road which were installed as part of the Council's regeneration programme in Wind Street and the Café quarter. They also feature three informal pedestrian crossings complete with tactile kerbsides for Disabled People. The road rainbows have been designed to build upon Swansea's diversity and to reflect positive messages associated with designs used by those celebrating LGBTQ+ life. The rainbow-coloured artworks celebrate and promote Swansea's diversity and have been installed to ensure that Wind Street is an inclusive environment and a place where everybody is free to enjoy it with friends and family without fear of intimidation, intolerance or hatred.

Strategic Equality Objective	Officer	Anticipated Completion Date	Intended outcomes - What are we seeking to achieve?	Measures of Success - How will we know we have been successful?	Progress 2021/22	Intended actions to be undertaken this year (2022/23)	Planned actions for next year (2023/24)
Fairness, dignity and respect: Ensure that people and communities have their rights respected and feel safe from violence and abuse.							
Continue to ensure that safeguarding is 'everyone's business' across the Council, within schools, with partners, and through West Glamorgan Safeguarding Board. Undertake a range of work focused on hate crime, modern slavery, protection of vulnerable people, radicalisation and extremism and wider, emerging issues, such as County Lines, Modern Slavery, Human Trafficking, Bullying in Schools, Hate Crimes, and the Prevent strategy.	Simon Jones / Jane Whitmore	By end March 2022	Safeguarding our most vulnerable people from harm (Corporate Plan - strategic priority)	Annual Review of Performance (2021/22)	Swansea Council expects that vulnerable people in Swansea are kept safe and protected from abuse and neglect. Safeguarding vulnerable adults and children is both a corporate priority, and well-being strategic outcome within the Corporate Plan (2020-22). This is now widely understood as 'everyone's business', by our leaders and elected members and our workforce, partner organisations and the individuals who are carrying out work on behalf of the Council, by implementing a corporate wide approach to safeguarding vulnerable people the Council has to ensure there are clear lines of responsibility and accountability in all service areas of the Council, and that we are involving representatives of partner organisations in this work. We have to be clear of our duty to report, 'Spot it, Report it!', and how we work together in response. Swansea Council's safeguarding policy has a strong focus on prevention and duty to report placed on all public service officers. The policy aims to make sure our work covers the full extent of potential, contextual safeguarding risks and concerns posed to vulnerable people, such as child sexual exploitation, modern slavery, radicalisation, etc. Reflected in the new corporate safeguarding policy are the key elements needed to ensure safeguarding remains 'everyone's business'.	See Corporate Plan 2021/22 Next Steps	TBC following Annual Review of Performance (2021/22)
Work with partners to raise awareness around Violence Against Women, Domestic Abuse and Sexual Violence (VAWDASV) and put in place effective and timely interventions and support.	Paul Thomas / Megan Stephens		To deliver on the objectives of the Swansea VAWDASV Strategy in collaboration with SBUHB and partners from across statutory and non-statutory organisations.	The VAWDASV Action plan is updated quarterly and shared with the Leadership Group. A monthly monitoring takes place across the sector to measure referral numbers and trends. This is analysed for performance measures.	IDVA Project received 1542 referrals for high risk DA victims, and the DA Hub received referrals for 3185 children linked to incidents of domestic abuse. While crisis response remains a priority focus has also shifted on to Community based Primary Prevention, working with education and the specialist sector, as well as a renewed emphasis on working with perpetrators. The National Training Framework rollout continues with 100% of local authority staff trained in the VAWDASV Group 1, and 199 staff receiving Group 2 Ask & Act training.	Continue to work towards the objectives of the Swansea VAWDASV Strategy, with consideration of the new WG National Strategy objectives	Coproduct of a new local VAWDASV Strategy, utilising the new National Strategy Objectives, and monitoring, needs assessment and gap analysis of previous years.
Support our most vulnerable adults to remain safe and independent at home, by implementing the Adult Service model and rebalancing our service offer to focus on prevention, reablement, and recovery.	Simon Jones	end March 2022	People in Swansea will have access to modern health and social care services which enable them to lead fulfilled lives with a sense of wellbeing within supportive families and resilient communities	We will help people to keep safe and protected from harm and give opportunities to exercise voice, choice and control in all aspects of their lives. Our services will focus on prevention, early intervention and enablement and we will deliver better support for people making best use of the resources available supported by our highly skilled and valued workforce.	Swansea Council aims to help vulnerable people to keep safe and protected from harm and give opportunities to exercise voice, choice and control in all aspects of their lives. We offer a range of high-quality services focusing on prevention, early help and we deliver better support for people making best use of the resources available supported by our highly skilled and valued workforce. Adult Services is supporting more people in innovative ways, and the Council has remodelled more of its service delivery to focus on reablement, respite and people requiring complex care to help build resilience in the social care market. The Adult Services Service model continues to focus upon well-being, and building resilient communities through a commitment to early intervention, prevention and enablement. We can achieve the best possible support for people making best use of the resources available supported by our highly skilled and valued workforce. Our transformational ambition for Adult Services is based on our vision, our objectives and service priorities as we move forwards. We have to carefully balance service level objectives within a financial context, therefore our service plan is firmly based on implementing a sustainable model for adult social care. By ensuring co-production underpins our planning and commissioning we are delivering services with people, rather than for them. There is high demand for social care assistance at the front door, and for social care assessments completed by frontline social work teams, with people receiving ongoing care and support, including support to carers as a result. We are challenging historic ways of working through a new practice model, 'Collaborative Communication', which focuses on working with the rights, strengths, outcomes, voice, choice and control of individuals.	Better Prevention & Better Early Help <ul style="list-style-type: none"> <li>Keeping People Safe</li> <li>Enabling &amp; Promoting Independence</li> <li>Integrated Services</li> <li>Financial efficacy. All objectives/priorities delivery supported by a focus on Quality Assurance and review to support ongoing improvement</li> </ul>	As set out within Adult Services Transformation programme and linked to Regional Programme
Continue to implement a Hate Crime Strategy and increase understanding of hate crime and awareness of how to report it amongst staff and key partners	Paul Thomas / Riaz Hassan	Dynamic	Promote HC training opportunities for staff and continue to promote the e learning package. Raise awareness & signposting within communities of reporting pathway and support available. Develop Community Resilience to Hate Crime	Good representation of staff participating across all Service areas and demand for further awareness sessions.	99 members of staff completed the HC e-learning on the Council portal from 14/21 to 31/3/22. 44 people attended Victim Support virtual training arranged by Council in this period. Police to establish a HV perpetrator MARAC where Council will be a key partner initial meetings held in 2021/22.	Arrange further awareness training sessions and support Hate Crime Awareness week in October 2022.	Arrange further awareness training sessions and support Hate Crime Awareness week in October 2023.

Lead positive campaigns celebrating Swansea's diversity and zero tolerance for discrimination.	Tracey McNulty	Ongoing	Greater participation in cultural programming and governance by diverse communities.	Increased audiences from protected groups; inclusive, sustainable offer with employment and governance reflecting our communities.	Arts, Culture and the Creative Economy: - Swansea Council signed up as a city-partner in The World Reimagined project  Swansea Museum: - Continued to lead positive social media campaigns around themes such as Pride, Black History Month and Holocaust Memorial Day. - School programme on theme of Atandora Star highlighted the Italian community and discrimination encountered during WW2. - In partnership with City of Sanctuary, we developed and designed the initial panels to open the travelling small exhibition for the delayed 10 year anniversary celebration.  Libraries: - Increased creation of online content to support diversity issues and held Drag Queen story times. (Libraries)  Special Events: - Delivered / Supported Swansea Pride as an outdoor event again for the first time since the pandemic. - Continued to build on Croeso, Swansea's St David's event celebrating Welsh Culture, trade and food. - Continued to provide Welsh Language entertainment as part of the programme for major events	Complete the terms of the Digital and Cultural Hub at the Grand theatre; open a new Creative Hub as part of Copr Bay; finalise the plans for the new Community Hub in Oxford St; Develop a legacy programme for Black Lives Matter; recruit new festival and community development support; Review physical access issues around events on the seafront; deliver a programme of community events and recovery planning for cultural sector; scope out an inclusive framework for cultural dev in Swansea.  Arts, Culture and the Creative Economy: - Delivery of The World Reimagined and Festival 22 projects.  Swansea Museum: - Continue to participate in key days and months - Continue partnership with City of Sanctuary supporting the developing exhibition before hosting the final exhibition. - Attend key events with LGBTQ community to explore widening the collection and loans for a potential exhibition 2023/24. - Assist Community Cohesion Team with a potential travelling exhibition on Gypsy Traveller heritage.  Special Events: Deliver and support a programme of major events to include Croeso, Galwad and the Christmas parade.	Develop a new Street Arts and performance festival celebrating diversity
<b>Education: Ensure an inclusive learning experience and that gaps in levels of attainment and other post-education outcomes are narrowed.</b>							
Work with our Health partners to ensure that, through our Early Years Strategy and Flying Start, children in their early years and at Foundation Phase achieve their expected language, emotional, social and cognitive development and are ready for learning and for school.	Jane Whitmore / Alison Williams / Gary Mahoney	Ongoing	Equity & parity across the Early years through amalgamation of systems and systems thinking Keeping child at the centre	Good representation across all key areas, e.g. Health, Local Authority & 3rd Sector	During 2021-22, work has included the development of a co-ordinated Early Years Support System, improved access to Speech, Language and Communication Support and Early Years workforce with training to support a great understanding of Physical Literacy for Pre School training, along with Early Help Hubs, ensuring early, timely and effective identification and interventions for children in their early years. Data from our Flying Start programme shows that the proportion of children performing at their expected age in Personal and Social Development increased from 40% on entry to the programme to 72% on exit from the programme. Similarly, in Language and Communication, the proportion of children performing at their age expected outcome at entry to the programme increased from 22% to 51% on exit from the programme. In Mathematical Development, there was a 29% increase in the proportion of children performing at their expected age on exit from the programme compared to entry into the programme and a 20% increase in the proportion of children reaching the expected milestones in Physical development on exit from the programme, compared to entry into the programme.	Engaging in Vanguard approach to introduce and develop systems thinking; Development f thematic groups around key areas of work to explore integrated ways of working.	TBC
Continue to narrow the gaps in attainment and well-being for all children and young people particularly for those on FSM, children and young people with ALN, LAC, from some BME groups and boys.	Kate Phillips		When new national comparable data sets are available, the performance of vulnerable groups of learners in Swansea is well above national average for similar groups.	New headline indicators will demonstrate better performance than national averages.	During 2021-22, externally verified examinations, the collation of teacher assessments for earlier stage key assessments and the national categorisation of schools also remained suspended. Despite the lack of performance information in relation to externally verified examinations, we have continued to assess progress against our Education Directorate objectives, Business Unit objectives and Performance objectives. Overall, performance against key objectives is good and for the majority of objectives reflects a status of suitable progress, addressing the priorities in most aspects. Our Education Directorate continued to monitor a wide range of data on information about learners, school staff, school buildings and learning outcomes through using Management Information Systems (MIS) including SIMS and Capita ONE. National data collection continues to be suspended as a result of the Covid-19 pandemic. Our recent Edyn inspection demonstrated that we have made good progress in supporting positive outcomes for vulnerable learners during the Covid-19 pandemic and as we begin to recover.	Engage with emerging accountability and evaluation measures in order to understand gaps.	Share new data sets with schools.
Raise vocational aspirations and skill levels in the workplace, contributing to the development of ambitious, skilled young people and adults by providing apprenticeships.	Phil Holmes		Volunteering, Paid work opportunities and traineeships created within the Authority to support young people and adults to gain work experience and develop employability skills. Establish a coordinated approach to apprenticeships	A reduction in the number of young people who are NEET and adults who at Long Term Unemployed or Economically Inactive.	Expansion on the roll out of Paid work opportunities across the Council. 105 opportunities were created, 56 placements have gone ahead under Kickstart and Workways. There are 71 apprenticeships currently running within Council departments.	Paid Placement project to commence to establish 50 x 6 month paid placement opportunities across Council departments to commence in 2022. Coordinate Council apprenticeship opportunities via an apprenticeship Officer.	Continued roll out of paid placement scheme. Establish a coordinated approach to apprenticeships within the Council departments.
Identify those young people who are most at risk of becoming NEET (not in employment, education or training) and provide them (and their families) with the personal support they require to remain engaged with education, employment and training.	Gavin Evans and Ryland Phillips	On going	Support NEET young people in to Education Training and Employment and improved wellbeing	A reduction in the number of young people who are NEET	The proportion of school leavers who were NEET in 2021-22 was 1.6% representing a small increase from 1.5% in the previous year.	New NEET Prevention Partnership established to give strategic oversight. Vanguard review of systems for identification and support of NEETS.	Embed actions from the WG Engagement and Progression Review due to conclude in 2021.
Develop independent learning skills for lifelong learning to reflect the changing nature of work and to support well-being, creativity and reduce social isolation.	Kay Piper		Individuals supported to become learners, engaging in Lifelong Learning and regularly interacting with tutor and fellow learners.	Class numbers will indicate learner engagement.  Class based activities and assignments will be completed by learners independently.  Employability and Digital Literacy courses delivered.  Accreditations achieved by learners	1,792 course enrolments (Including 240 Essential skills, 460 Digital Literacy) 245 Courses delivered with 1250 unique learners.	Increase in Essential Skills (ES) and Digital Literacy (DL) provision with blended provision to engage less digitally engaged.	Ongoing review of service provision with developments around progression pathways.



Continue to encourage schools to support the UNICEF Rights Respecting Schools initiative as part of our commitment to the UNCRC, develop young citizens to respect rights, understand responsibilities and to be globally aware and responsible citizens.	Julie Gosney Katie Spendiff	On-going	children's rights are an integral part of the curriculum within Swansea Schools	A smooth transition from RRSAs to rights in the curriculum is made.	During 2021-22 we have reviewed our Children and Young People's Rights Scheme and revisited our County wide consultation and engagement mechanisms. This year we have worked with Children and Young People to co-produce a number of indicators to inform the development of Swansea's Children's Rights Scheme based around the five principles of our agreed rights based approach. During 2021-22, work has also been undertaken by Young People in secondary schools, the Education Directorate and our Democratic Services team, to promote awareness about new legislation which allow young people in Wales to vote from age 16 yrs.	Work is currently taking place to equip challenge advisors with the information and resources to support schools to incorporate existing rights-based practice into the development of new curricula. Specific support from challenge advisors, in relation to rights-based practice in the new curriculum, will commence in the Autumn Term 2021.	UNCRC evidence in individual curricula and robust monitoring process developed for measuring the impact of this.
Work with teachers and learners to tackle issues around gender stereotyping in schools, particularly in relation to sporting activities.	Kate Phillips		Enhance participation across all areas of sport within the curriculum and extra curricular activities. Identify and reduce barriers to participation.	Increased update in range of sporting activities and involvement from all genders. School leaders and governors to monitor participation and address gaps.	Very limited by Covid and new priorities for recovery from the pandemic	Audit provision available across secondary schools and identify barriers to participation in order to formulate a plan to address	Address key barriers to participation to increase uptake.
Support schools and other learning environments to promote a greater awareness of equality and diversity issues in schools.	Helen Morgan-Rees		Ensure that all governing bodies have an equality plan which is relevant, reviewed regularly and addresses emerging issues and trends	By monitoring governing body minutes and via school improvement visits and reports	Ongoing training offer in relation to Additional Learning Needs, EAL and Looked After Children	Link with Education Senior Officer for Equalities and School Improvement Teams to consider mapping guidance / information / activities at school level	Consider best approach to support schools to monitor strategically. Consideration with governing bodies.
Transform the schools' estate to meet demand and respond to the developments set out within the local development plan (LDP) whilst ensuring community benefits from contracts, carbon reduction and progressive improvement to access to infrastructure in schools.	Brian Roles		Further transformation of accommodation & facilities for pupils	Effective planning of places & enhanced accommodation & facilities	Education needs re LDP sites clearly recognised	Further detail in light of LDP progress	Further detail in light of LDP progress
<b>Living standards: Tackle poverty and help support independent living</b>							
Continue to implement the revised Poverty Strategy and ensure that tackling poverty is everybody's business. To focus on utilising data to target support, employability and financial inclusion.	Anthony Richards		Further embed Tackling Poverty as Everyone's Business approach. Target support that addresses needs and meets demand. Reduce barriers so that people can reach their potential.	Swansea Council Poverty Forum facilitates cross departmental working and development. The targeting of services is informed by data and coproduced where possible to ensure services are	May 2022: Strategy revision scheduled for 2022. Swansea Council Poverty Forum has met monthly and Financial Inclusion Steering Group has met quarterly.	Coproduction of strategy revision. Draft strategy developed. Revised strategy approved and published.	Progress driven to achieve priority actions inline with revised strategy priorities.
Create employment & training opportunities for the long-term unemployed and economically inactive through community benefit clauses in contracts.	Phil Holmes	Ongoing activity	Creating employment and training opportunities for economically inactive and long term unemployed	Corporate Pis in place (POV07 and BBMA1)	POV07-7839 targeted recruitment and training weeks created, BBMA1-social benefit clauses in 21 contracts	Ongoing activity - social benefit clauses in contracts, targeted recruitment and training weeks created	Ongoing activity
Support individuals to overcome their barriers to employment through co-ordinated person-centred employability support.	Jo Thomas	Ongoing	To enable individuals support individuals to overcome barriers and enter sustainable employment. To support individuals move forward towards sustainable employment.	Reported numbers enrolled/engaged on programmes, numbers into work, numbers access employability related training, Quality - Client case studies	The team have supported 348 into employment and enrolled 695 onto the programme from 01.04.21 - 31.03.22.	To enrol over 800 people in programme activity and support over 250 into employment.	To maintain performance of previous year and build in line with target audience and labour market
Support our most vulnerable adults to remain safe and independent at home, by implementing the Adult Service model and rebalancing our service offer to focus on prevention, rehabilitation, and recovery.	Simon Jones	end March 2022	People in Swansea will have access to modern health and social care services which enable them to lead fulfilled lives with a sense of wellbeing within supportive families and resilient communities	We will help people to keep safe and protected from harm and give opportunities to exercise voice, choice and control in all aspects of their lives. Our services will focus on prevention, early intervention and enablement and we will deliver better support for people making best use of the resources available supported by our highly skilled and valued workforce.	The Covid pandemic presented Adult Services with unprecedented challenges Adult Services, and the success of our response continues to inform our Transformation agenda for the years ahead.	<ul style="list-style-type: none"> <li>Better Prevention &amp; Better Early Help</li> <li>Keeping People Safe</li> <li>Enabling &amp; Promoting Independence</li> <li>Integrated Services</li> <li>Financial efficacy All objectives/priorities delivery supported by a focus on Quality Assurance and review to support ongoing improvement</li> </ul>	As set out within Adult Services Transformation programme and linked to Regional Programme

<p>Through a Getting It Right for Every Child programme, implement a new whole system, integrated approach to focus early help and prevention services to improve well-being for children and young people, and support to families.</p>	<p>Simon Jones By end March 2022</p>	<p>'By Getting It Right for Every Child', we will be doing what matters to make things better for children, young people and families</p>	<p>Better outcomes for children / Safe LAC Reduction strategy</p>	<p>These are challenging times for children, young people and families, and the Council has met all challenges, continuing to deliver core services to children and families in Swansea with creativity, passion and professionalism. We expect the best possible outcomes for the most vulnerable children and their families, and we are taking wide range of steps to achieve our vision: "Doing what matters to make things better for children, young people and families"</p> <p>Within the overarching Child and Family Services Improvement Programme – Swanseae are taking forward an innovative Systems Thinking Approach to bring together all partner agencies working to the same vision.</p> <p>The success of systems thinking is already demonstrated in the work of Early Help Hubs which are directing the right help at the right time to children and families. More children and families are being supported through early help hub. Already in 2021/22 there has been a reduction in number of children on the child protection register and the average number of days children are placed on child protection register. There is still work to do, as the impact of the pandemic on children, their mental health and wellbeing, and the strains on families as we emerge from restrictions into the pressures of a cost of living crisis. Swanseae still has a higher number of children registered on child protection register at birth, and part of the Council's offer to families is more and more linked to poverty reduction and building supportive communities.</p> <p>Our corporate approach to safeguarding is also helping to protect children at risk of harm and abuse, as everyone's business. Through contextual safeguarding we are managing risks to children as new forms of abuse and exploitation occur outside the family.</p> <p>Being able to 'see' children regularly, listening to what matters, providing intensive support and high quality services to our most vulnerable children, young people and families is central to how we work. It has been a real challenge, given the social restrictions, and the complexity of needs we are working with. We are also focusing on the wellbeing of our workforce, as staffing is likely to be an issue across the whole social care sector and building strategies to manage this challenge.</p> <p>Swansea's Children and Young People's Rights Scheme ad Children's Rights work and that of the forum work are coproducing and designing coordinated responses to many complex areas, such as Safety of young women in public spaces. Voting at 16, Protecting the local environment and climate change, Swanseae as a Human Rights City and Equality for the LGBTQ+ community of young people.</p> <p>Swansea's young carers are supported toward better wellbeing and with their rights as children, in partnership with Swanseae YMCA Young Carers Services.</p>	<p>Working closely in partnership to focus on prevention and early help. The Council is implementing an Early Help Hub, a new Edge of Care Service and more integrated front door arrangements involving a wide range of professionals.</p>	<p>As set out within Child &amp; Family Improvement Programme and linked to Regional Programme</p>
<p>Invest to improve housing and build more energy efficient Council homes and support the building of affordable housing to help meet housing need, reduce fuel bills, regenerate estates and bring wider well-being and economic and employment benefits.</p>	<p>Sarah Jordan</p>	<p>Complete the Compliance phase of WHQS by 31/12/21 to satisfy each equality objective for existing housing stock. Develop 1000 new energy efficient affordable homes over the next 10 years, as part of an overall target to deliver 5000 affordable homes with RSL partners.</p>	<p>Compliance of 40 elements of WHQS are reported to Welsh Govt. Statistical Team to monitor outcomes of all social housing providers. Completion and handover of energy efficient homes.</p>	<p>WHQS target (with acceptable fails) was reached as of 31/12/2021. The Council is in the WHQS maintenance phase. WG are currently reviewing and updating the WHQS and will implement the WHQS2 from April 2023. 62 new homes completed to date. 36 on site to be completed in 22. 26 acquisitions completed by end of 21/22. 13 in programme to start in 22, 43 to start in 2023.</p>	<p>Continue compliance programme to achieve 70% or greater complete compliance. This percentage is in line with other social housing providers out comes. Completion of 39 new homes by the end of 2021. Monitoring of specifications to monitor the performance of the homes.</p>	<p>Commence maintenance phase of WHQS which will contribute to further total compliance. Continue to develop energy efficient homes in line with the Council's development plan, and look for opportunities to acquire buildings to convert to affordable housing.</p>
<p>Prevent homelessness and support people to maintain their tenancies to help provide stability and security for families and communities by implementing the Council's Homelessness Strategy 2018-22.</p>	<p>Steve Porter</p>	<p>Aims to provide everyone with access to good quality advice, accommodation, and support at the earliest opportunity to prevent homelessness</p>	<p>Key indicators will continue to be measured in relation to Homelessness Prevention, Tenancy Support, Rents and Estate and Tenancy Management</p>	<p>The Homelessness Strategy and Action Plan now sits within the Housing Support Grant Strategy (2022-2026). This is in the process of being updated and finalised with a sharp focus on rapid rehousing.</p>	<p>Continued monitoring of key strategies/action plans and performance indicators. The pandemic has brought pressures on temporary accommodation and the focus in 22/23 will be to move people on and support to help them successfully maintain tenancies.</p>	<p>Continued monitoring of key strategies/action plans and performance indicators. Homelessness Strategy to be reviewed annually in conjunction with the Housing Support Grant strategy. The Rapid Rehousing Transition will continue in 23/24 and beyond.</p>
<p>Explore creating our own energy venture to provide low-cost energy to homes helping to tackle high domestic fuel bills and fuel poverty.</p>	<p>Martin Nicholls</p>			<p>This project has been put on hold but could possibly align with the future Lagoon project</p>		
<p>Support tackling climate change and help eradicate fuel poverty and boost economic development through energy efficiency measures in social housing.</p>	<p>Sarah Jordan</p>	<p>WHQS programme 2003 - 2021 has improved thermal performance of properties to reduce fuel poverty. It has also invested £0.5 billion to the local economy</p>	<p>The SAP rating in council owned homes has increased to an average of 68, which is above the WHQS target of 65</p>	<p>HRA Capital programme spent £33m in stock, much of the investment being targeted at improving thermal performance</p>	<p>Further investment of circa £50m plus on further fabric upgrades and introduction of renewable technologies, to improve thermal efficiency and reduce carbon</p>	<p>Continued investment in maintaining WHQS and roll out of pending decarbonisation regulations to provide low carbon heating and power solutions to reduce carbon emissions in council housing</p>
<p>Work with others to provide sustainable, accessible and low carbon transport and infrastructure providing improved and cheaper connectivity and mobility.</p>	<p>Martin Nicholls Ongoing Activity</p>	<p>Help develop the South West Wales Metro concept;  Continue to seek improvements in infrastructure (roads, lighting and EV) and traffic management;  Continued development of active travel routes.</p>	<p>The Metro will be a visible product;  More efficient street lighting; Increased EV infrastructure;  An increase in both the number and patronage of active travel routes.</p>	<p>Corporate Joint Committees will be progressing regional transport arrangements and plans</p>	<p>Further studies re: rail opportunities and business case development;  Sustainable Transport Strategy to be developed;  Continued investment in Active Travel</p>	

Implement the local development plan (LDP) that supports the regeneration of Swansea and promotes sustainable communities.	Phillip Holmes	Ongoing activity	Balanced development of the county	Delivery against LDP indicators	Ongoing	Publication of 3rd LDP Annual Monitoring Report (AMR) in October 2021. If the AMR recommends that a 'Review Report' on the LDP be prepared, undertake this to identify those areas of the LDP which are delivering and performing well, and those areas where changes are considered necessary. This process will also set out any requirements for work to commence on a Revised LDP. Continue to progress key sites allocated in the LDP through the planning application process and work with developers to ensure schemes are delivered on site.	Subject to the findings of the 3rd LDP AMR and Review Report, undertake initial key stages of the replacement Swansea LDP, including publishing the LDP Deliver Agreement
Promote Digital Inclusion and access online services by providing citizens with lifelong learning opportunities to undertake free computer courses and training.	Sarah Lackenby	Ongoing activity	Digital inclusion is high in Swansea, this aims to meet the needs of those residents that are not currently online or would like to develop their confidence using digital channels	Take-up of online channels, numbers of residents supported, feedback	This year we launched a new and improved Council website in August 2021. Our new website has been tested via browser extensions e.g. Axe which is used by Government Digital Services, and also SilkTide. Both have shown a significant improvement, compared to the previous website with most pages meeting AA standard using the W3C 2.1 guidance. During 2021-22 we used a blended learning approach to Digital Inclusion training and support. During this year there were 1250 unique learners registered on Lifelong Learning Courses including Digital Literacy, Essential Skills and Learning for Life.	Ongoing IT support provision to get people connected is available directly and for referral. Basic IT courses and learning opportunities in Digital Literacy scheduled for whole year. IT workshops and accredited IT learning will also be delivered.	Expand and develop our online learning and blended learning provision in Digital Literacy, offering accreditation and learning pathways for absolute beginners to more advanced Digital Literacy learners.
Help to address the impacts of Welfare reform, such as supporting people to claim the full benefits they are entitled to so that they are able to maximise their income and promote access to affordable credit.	Jane Storer		Maintain and increase benefit entitlement to claimants	Number of successful tribunals; the number of enquiries dealt with; money raised and the amount of debt addressed	Responded to 817 enquiries, represented at 19 successful appeals, raised £1,014,532.85, £77,670.63 of debt addressed.	Introduce first-tier resources following successful Economic Recovery Fund bid.	To deliver more online training courses to staff of the Local Authority to increase their knowledge and capacity. Secure sustainability of first-tier resources.
Review the Council's approach to procurement to secure local economic and community benefits, in line with sustainable development principles.	Chris Williams	By end March 2022	Deliver additional value through inserting and mapping of social, economic, cultural and environmental benefits achieved	Tracking and monitoring system will provide data	During 2021-22, we have continued to build upon our approach to sustainable procurement and the incorporation of sustainable procurement principles based on revised Wales Procurement Policy issued in 2021. Our approach enables our Procurement Officers to engage with services at the very earliest stages of procurement and to consider value from every stage of a project from planning, inception and to completion. In addition, our approach to procurement takes into account wider social values such as safeguarding, equalities and environmental issues, in addition to financial costs and traditional value for money criteria.	Finalise new model with Cabinet	Implementation of model with review and adapt as appropriate
(a) Provide a range of preventative and family support services, such as the Families First programme.	Simon Jones	By end March 2022	Doing what matters to make things better for children, young people, and families. Better Prevention & Better Early Help	Less children and young people to require statutory intervention from Social Services by receiving the right help when they need it. More children and young people are supported to live safely where their needs are best met	We are helping children to remain living safely at home with their families and be the best that they can be. Our services will focus on prevention, early intervention, and enablement and by working in partnership we will deliver better support for people making best use of the resources available supported by our highly skilled and valued workforce. The Council continues to improve a preventative and wellbeing offer to families and communities. Coproduction is part of how we work, develop our services and in shaping new responses. Covid-19 crisis impacted on demand for family support services in Swansea and we have needed to implement urgent, additional support for families evidence by high demand at the front door of Swansea Council's social Services. Swansea has five multi-agency hubs, making use of the Signs of Wellbeing framework, incorporating safeguarding, access to Domestic Violence services and Youth Justice services that help improve behaviours and prevent family breakdown. Improving our preventative services offer to coordinate a multi-agency response in reducing the risk of harm to children and young people and within families. Our Bays+ service have a new vision and designing services based on what matters to young people with an improved Info-Nation building, a 16+ Panel and When I'm Ready' service. We are taking the opportunity to learn lessons from the recent pandemic, in terms of what worked well, for example how we support our volunteers, how we engage with community groups, how intergeneration work can lift and inspire. Our Corporate Parenting group is working with children and young people on what the key areas of a best life are, the main areas for development for each area. PAN West Glamorgan project is parent-led, supported by professionals and runs parent café, working for a more compassionate and humane response to parents who may be at risk of losing their children, or who have lost their children to the care system. Regional Adoption and Foster Wales continue to offer vital opportunities for children and young people to live within supportive families. 'All people live in welcoming communities that provide friendship, mutual support, equality and opportunities for everyone'. LAC vision statement. In response to the pandemic Local Area Coordination coverage was expanded across the whole of Swansea and working with other partners was at the heart of the Council's response to mitigating the impact of lockdown on our residents and communities.	Working together to achieve what matters and supporting our service users to be safe and well. Helping children to remain living safely at home with their families and be the best that they can be. Providing the right services at the right time	Focusing on quality and outcomes. Further developing and improving our pathways and processes with partners at a local and regional level with a continued focus on family support, prevention and early help.
(b) Provide a range of preventative and family support services, such as the Families First programme.	Mark Gosney	Ongoing	Deliver a range of services to improve outcomes for our vulnerable families in a variety of areas. This would improve family support, lead working, ALN, early year, etc.	Families report their situation has improved due to our interventions in a number of areas.	Ongoing	Provide a delivery plan for Families First to Welsh Government. This will highlight the implementation for 21/22 going forward including any adaptations or development. We are also introducing a new contract monitoring system which includes a Performance Measurement system to ensure compliance and services are effective and making an impact for families.	Continue to review and improve the programme via the Commissioning cycle.
Raise awareness of the availability of Disabled Facilities Grants (DFGs) particularly in terms of disabled children and young people.	Sarah Jordan		Ensure individuals receive the disabled adaptations they need to help them remain living independently at home.	Monitoring numbers of DFG enquiries / child enquiries compared to previous years to confirm demand remains constant.	DFG enquiries / demand still below pre Covid levels, despite ongoing promotion of assistance available through social media and websites.	Continued monitoring of enquiries, numbers expected to return to pre-covid numbers.	Ongoing monitoring.

<p>Complete the Carers Strategy as a matter of urgency.</p>	<p>Simon Jones</p>	<p>By end March 2022</p>	<p>People in Swansea and their unpaid carers, will have access to modern health and social care services which enable them to lead fulfilled lives with a sense of wellbeing within supportive families and resilient communities.</p>	<p>Carers who are supported to improve their own wellbeing. Carers Assessments completed during the year</p>	<p>Support to carers is an area that the Council has acknowledged needs to improve. Swansea Social Services has been actively involved in the development of a Regional Carers Strategy, through West Glamorgan Carers Partnership Board to develop a plan important to take a regional approach, locally we are improving our support the need of unpaid carers across Swansea, and we now have a Swansea Carers' Action Plan, to enable us to improve the lives and experiences of carers living in Swansea. The plan includes:</p> <ul style="list-style-type: none"> <li>• Agreed priorities</li> <li>• Areas to improve practice</li> <li>• Inform commissioning of carers services</li> <li>• Positive impact on the delivery of services for Carers</li> <li>• Ensure we meet our legal duties towards Carers</li> <li>• Improved relationships</li> <li>• Partnership working</li> </ul> <p>Building on our partnership with Swansea Carers Centre and utilizing grant funding available to us, we are piloting a new model of undertaking proportionate Carers' Needs Assessments. When unpaid carers are identified at our Common Access Point they are offered a proportionate Carers' Needs Assessment which will be undertaken by staff at Swansea Carers Centre. Feedback from unpaid carers has been positive and it has helped us identify areas where we can improve</p> <p>During the pandemic Social Services developed a process and procedure to provide PPE to family or friends who provide care to their loved ones. This has been developed in partnership with Swansea Carers Centre, they will be responsible for the delivery of the PPE, they also provide a 10-day following up call to ensure the family are managing they can also offer a range of additional support. This model was used as the foundation of the Welsh Governments PPE recommendations for unpaid carers. Swansea Parent Carer forum continued to meet virtually during the pandemic. They have co-produced a FAQ leaflet in partnership with Social Services, been part of the task and finish group working to develop a pilot Parent Carers Assessment model and met weekly with Social Services to discuss any issues that arise.</p>	<p>The regional strategy which informs local actions sets out targets for improving the support offered to carers, under the following four areas:</p> <ol style="list-style-type: none"> <li>1. Ensure work continues to promote early recognition of Carers and Young Carers so that they are signposted to information and support in a timely manner.</li> <li>2. Develop and continue to provide information, advice, assistance and support to Carers and Young Carers enabling them to make informed choices and maintain their own health and well-being.</li> <li>3. Work co-productively with the Carers on an individual and strategic basis so that their contribution is acknowledged and voice is heard.</li> <li>4. There is improved partnership working between funders and service providers (for Carers). This will result in Carers moving easily between partner organisations, Carers being able to access sustainable 3rd sector services which are funded on evidence of need and outcomes. Assistive Technology is also essential to our preventative, early intervention model, and in support of carers</li> </ol>	<p>Develop and embed Carers strategy locally</p>
<p>Develop further opportunities for disabled adults, including looking at expanding our social enterprise base</p>	<p>Simon Jones</p>	<p>By end March 2022</p>	<p>Support to our most vulnerable people to be re-able and recover so that they are able to return to living an active and productive life</p>	<p>Reablement completed during the year</p>	<p>2021-22 has been another very challenging year for everyone. During the pandemic we recognise that without the support of day, employment and support services, there has been increased pressure on individuals, carers and extended families, on their physical and mental wellbeing. Swansea Council's co-production strategy and, people-based commissioning is supporting new and innovative ways to be inclusive and supportive within our communities. Our close working on regional partners, for example on the Hospital to Home/Rapid Discharge models, and a wide range of services including reablement, respite and supported living are supporting more people with complex needs in their own homes. Collaborative Communication' within Adult Services and Signs of Wellbeing in Child and Family Services help people to focus on what matters to them in having a good life. We are changing the conversation that we have with people about the care and support they may need, building on their own strengths and existing networks. We are improving our offer of direct payments and reviewing progress against the agreed outcomes. We are improving our offer to people with sensory impairment through Welsh Low Vision Service (WLVS) and Sensory Services Team. Building on a pilot funded through the Foundational Economy Fund we have continued to develop micro enterprises. Working in partnership with Swansea Council for Voluntary Service and through local area coordination and direct payments we have supported the development of a range of micro enterprises meeting a range of needs. Current work includes a focus on the development of domiciliary care micro enterprises in areas of Swansea that traditional providers struggle to operate within. Grant funding has been invested in micro enterprises to deliver support to unpaid carers. Western Bay Integrated Autism Service provides direct support for autistic adults. We also provide advice, support and signposting for parent carers of autistic children, young people and adults. Swansea's Employability Team continues to support a diverse range of clients across many age groups into employment. Swansea's CREST Recovery college offers a range of mental health recovery focussed courses, and day opportunities are resuming after the pandemic. We have to acknowledge the efforts of our workforce and volunteers in ensuring our most vulnerable people are supported, and in responding to the new challenges as Swansea welcomes new families and citizens from troubled countries.</p>	<p>We will continue to promote independent living aiming to providing people with the support to live independently in their own home with dignity and respect for as long as they want, and, through a 'What Matters' conversation and collaborative communication approach support people to access a range of work, social and leisure opportunities to help them achieve their own wellbeing outcomes. Adult Services Transformation programme sets out the broad actions for change within the year ahead.</p>	<p>Within the Council's Recovery Plan to carry out cross cutting commissioning reviews in Social Services (employability etc). Adult Services Transformation programme sets out the broad actions for change being considered for the next year (2022/23).</p>
<p>Work: Reduce pay gaps and create a more inclusive workforce that is more reflective of Swansea's diverse communities.</p>							
<p>In our role as an employer, complete the review of Recruitment and Selection Policy as a matter of urgency. This should include looking at better promotion of staff vacancies and apprenticeships to different groups, consider advertising these more carefully to promote representation of BME, disabled people, LGBT community, veterans and women in male dominated roles (and vice-versa).</p>	<p>Adrian Chard</p>		<p>To assure ourselves that our Policy reflects the best support and advice to Managers in the recruitment and selection of best quality candidates and is reflective of the communities we serve.</p>	<p>Policy approved by JCC</p>	<p>We have recently appointed a Recruitment Specialist to identify potential actions the Council could take to improve its approach to recruitment and ensure that the Council is perceived to be a fair, inclusive and a diverse employer. This is part of our new Workforce and Organisational Development Strategy 2022-27. We have also established a Workforce Equalities Group which consists of representatives from each Directorate and staff from each of the protected characteristic groups. The group has been working with the Recruitment Specialist to identify ways in which our recruitment approach can be improved to reach and engage more people with protected characteristics.</p>	<p>Development of Policy, Consultation with GMT, Leadership Team, Equalities Team, TU's and Legal prior to approval with JCC.</p>	<p>Inclusion of Recruitment and Retention and Equalities activities contained in the Workforce Strategy for 2021-24</p>
<p>Review training opportunities to ensure they are fit for purpose. Including:</p> <ol style="list-style-type: none"> <li>Ensure better uptake of equality related training amongst staff, especially front facing staff.</li> <li>Ensure middle managers have completed training and are encouraging staff to do so.</li> <li>Developing training with equality groups where possible.</li> <li>Ensure the opportunities to do these are repeated regularly particularly around unconscious bias, using alternative formats and making a reasonable adjustment.</li> <li>Smarter working with others to meet our duty well by investigating sharing some training and consultation activities with other large organisations and/or procure jointly to improve economies of scales.</li> </ol>	<p>Adrian Chard</p>		<p>Review and delivery of Updated Mandatory Equalities training (eLearning and face to face)</p>	<p>when training is in place with positive uptake and feedback</p>	<p>We have reviewed and developed our Equalities training module and developed a new Recruitment and Selection module which aims to ensure that Recruiting Managers consider all equality considerations during the recruitment process. We have also been exploring how we progress equalities training to non IT staff users. We have also promoted workshops on 'Unconscious Bias and Cultural Competency' for our staff and explored how to highlight diversity in Council events, news and communications and make best use of diverse job boards and provided further training to our Staff Equalities network to promote their understanding of equalities issues.</p>	<p>Oracle Fusion project includes the development of training provision and reporting via that system. Delivery of updated eLearning training on Equalities issues. Workforce development identified as a key strand in the Council's workforce strategy.</p>	<p>Implementation of Oracle will enable accurate reporting of completion of this mandatory training activity</p>
<p>Collect better data on our workforce and develop better resources to encourage staff to give their personal data for example based upon a toolkit by Stonewall 'what it has got to do with you'. Report on 'pay gaps such as disability and BAME, as well as gender, in future.</p>	<p>Sian Williams</p>				<p>We are continuing to work on an IT solution (via Oracle development) to improve our systems for data collection and synergy between different processes and systems. In addition to our systems work, we have been working through our Workforce Equalities group to explore how we can encourage staff to share personal data and information related to protected characteristics</p>	<p>Following the implementation of the new Oracle Fusion HCM solution, we will include as part of our training and comms for all self-service users the importance of collating this data and will encourage all colleagues to update their details in the new system – the same comms will also be issued to all non-self-service users and we will have online forms, so we cover the entire workforce. Staffnet will also be updated to reflect the most up to date information relating to this, providing the benefits and uses of the data.</p>	

<p>Develop an internal communications rolling programme led by the Equalities and Future Generations Policy Development Committee / Strategic Equality Group to promote training, challenge negative views or attitudes and provide positive messages to staff and Members.</p>	<p>Catherine Window / Rhian Millar</p>	<p>Internal rolling programme start Autumn 2021. On-going thereafter</p>	<p>Staff and members feel well informed about how to access information and advice about equality issues</p>	<p>Staff more informed about where to access information about equality issues. 2 All members know where to access information about equality issues.</p>	<p>Last year, we continued to provide support to significant dates relating to equality and diversity issues, despite major events relating to some of them being cancelled – such as Swansea Pride - due to the Covid-19 pandemic. We provided active support for the online Holocaust Memorial Day event in January and provided support and undertook a range of communication activity on the Human Rights City launch on the 10th Dec 2021. In addition to this we have provided communications support to those council initiatives which have taken place relating to promoting diversity and zero tolerance of discrimination. We are currently creating an external communication programme to promote significant dates relating to equality and diversity issues, e.g. Holocaust Memorial Day, LGBT History Month, International Women's Day, Deaf Awareness Day, Mental Health Awareness Week, Swansea Pride, UK Day of Older People, Black History Month, Children's Day, International Day for Elimination of Violence Against Women, World Aids Day and Human Rights Day.</p>	<p>1. Develop and deliver programme of internal comms when finalised with board and equalities officer</p>	<p>To be agreed with board and equalities officer based on their programme</p>	
<p><b>Health: Seek to promote good physical and mental health and reduce health inequalities through the provision of sport, culture and leisure opportunities and a healthy built and natural environment.</b></p>								
<p>Address social isolation and enhance quality of life of older people, within supportive communities by extending local area coordination and the range of support and preventative opportunities.</p>	<p>Jon Franklin</p>	<p>Long term ongoing</p>	<p>All people live in welcoming communities that provide friendship, mutual support, equity and opportunities for everyone.</p>	<p>Evaluations. Qualitative evidence, reduced demand for services</p>	<p>Full County Coverage reached at end of 2021, now with 23 Coordinators</p>	<p>Two Academic evaluations underway. Work on improving measuring impact. Leadership team re-established.</p>		
<p>Progress the Ageing Well Forum and focus on priorities identified for exploration and discussion as matters that are important to those ageing well within Swansea.</p>	<p>Julie Gosney</p>	<p>On-going</p>	<p>In Swansea, the "Ageing Well Forum" is a mechanism for Citizen 50+ to be heard in decisions that affect them. The "Ageing Well Forum" and "Ageing Well Information Network" are mechanisms where issues around health &amp; well-being have been explored and sign posting for services, physical activities and support groups communicated.</p>	<p>Active and inclusive engagement of citizens 50+ in decisions that impact on their lives at a Local, Regional and National level. Influencing decision making at a strategic and service delivery level in relation to "Active Ageing" &amp; well-being to ensure that developments that impact on the lives of citizens 50+ are fit for purpose and where possible co-produced.</p>	<p>In June 2021 we developed Swansea's Strategy for an Ageing Society. During August to September 2021, we undertook a consultation with Older People (aged 50yrs +) to identify barriers to engagement and their preferred mechanisms for engagement. We consulted more than 500 Older People (aged 50 yrs +) face to face and a further 236 people responded to an online survey. The consultation resulted in the identification of the following priorities: transport, social isolation, active ageing, services, digital equality, information and communication and improving Swansea. We also reviewed and re-launched our Ageing Well Steering Group in July 2021 to support partnership working and the wellbeing of Older people (aged 50+), extending the reach of our membership to include individuals aged 50+, community groups that support people aged 50+, representatives of the Public Services Board, the Third Sector and partner organisations.</p>	<p>The "Partnerships &amp; Involvement Team" have worked closely with the Health &amp; Physical Well-being Team to communicate the consultation on "Active Ageing". Results of the consultation and action planning for service delivery will form part of the "Ageing Society Strategy" work &amp; be explored &amp; reported via the "Ageing Well Steering Group".</p>	<p>Engage citizens 50+ in Swansea's recovery plan following the pandemic; future commissioning of services and working co-productively to achieve the FSB commitment of an "Age Friendly City" status where health &amp; well-being is a work theme and features throughout.</p>	
<p>Improve, expand and diversify leisure, cultural and heritage facilities and infrastructure to help boost the economy, promote tourism to improve health and well-being, promote community cohesion and provide economic benefits.</p>	<p>Tracey McNulty</p>				<p>Swansea Museum: - Supported planning phase for World Reimagined. - Development bid for museum extension completed</p> <p>Destination Marketing &amp; Management: - Delivered marketing campaigns with different messaging throughout the year. - Secured ERF funding to support recovery, include year 2 of 3 subsidised Marketing partner fees. - A Tourism Support Fund for accommodation improvements and secured Iolo Williams for sustainability campaign around wildlife and biodiversity.</p> <p>Special Events: - Supported the creation of the Arts Arcade, repurposing the old Cranes Music Store into a new temporary / moveable Cultural Venue. - Overseeing the makeover of Swansea's Amphitheatre with a view to bringing it back into use as an outdoor cultural venue - Supported the Copr Bae project, including the development of new city centre outdoor event spaces. - Manage the new digital skin at Swansea Arena, promoting events both at the arena, in Swansea in general, and the cementing the skins place as a cultural asset in its own right. - Supported both the World reimagined, Festival 22 and Galwad as new cultural events for Swansea in 2022 - Continued to build &amp; develop a programme of major events. This has enabled both residents and visitors an opportunity to return to some form of normality in a safe and enjoyable manner, whilst also supporting the recovery of the local economy, having been in lockdown for so long following the pandemic</p>	<p>Swansea Museum: - Support groups participating in world reimagined - Submit bid for extension June 2022 - Re-building Swansea exhibition (post-war reconstruction)</p> <p>Libraries: - Reaching out to non library users and hard to reach groups in response to IIA for Library Hub Project and library service action plan. - Build on work undertaken by Stories Futures Project and World Re-imagined</p> <p>Destination Marketing &amp; Management: - To deliver agreed Recovery Plan for Tourism including support for the sector and marketing campaigns - recruit for and deliver the new community volunteering and parks development roles - adopt the new Destination Management Plan - contribute to the Toilet Strategy; - develop the plan for Copr Bay and City Centre Arts Strategy at the new Coastal Park - support the flood defence work and collaborate on enhancement schemes with Mumbles Community Council - new campaigns for tourism agreed</p> <p>Special Events: - Provide a programme of major national and international events helping Swansea to raise its profile as a major city in Wales - Continued to build, develop and deliver a programme of major events positively supporting the recovery of the local economy. - Develop the use of the city's new event spaces. - Complete the refurbishment of the Amphitheatre and bring it back into use with a range of events and activities - Develop the use of the new digital skin as a cultural asset. - Deliver the events ERF funded projects.</p>	<p>Active programming within a new Cultural Strategy</p>	
<p>Manage and protect Swansea's green spaces, coastline, beaches and parks for recreation and play, to encourage tourism, protect the environment and support health and well-being.</p>	<p>Tracey McNulty</p>	<p>ongoing</p>	<p>Accessible and well maintained attractions and destinations offering a range of physical and recreational opportunities for visitors and residents; sustaining the local and city economy.</p>	<p>Clean and well maintained facilities with active volunteering and participation in local community activity e.g. beach cleans; delivery of the park play strategy offering a more equal distribution of play and recreation facilities; adoption of the new five year Destination Management Plan in partnership with Trade; continued improvements in young people's health and wellbeing as captured with the universities and schools; continued and in some situations, increased</p>	<p>Swansea Museum: - Natural history Gallery opened with focus on climate change and biodiversity - Development of linked school sessions - Outreach talks re-established - Preparatory meeting held and successful expression of interest for House of memories project. - Swansea museum continues to act in partnership with Teclona Sailing who provide sailing opportunities on Olga for young people other targeted groups including adults recovering from mental health issues and substance misuse. - In 2021/22 426 people were taken sailing which included 31 youth sail days and 13 residential including 7 adult recovery sails</p> <p>Special Events: - Made open spaces available to local business and residents to allow them to continue their indoor lives...outdoors during the pandemic. - Support the creation of the Swansea Pop Up. Allowing residents to dine outdoors both during the pandemic and recovery stages of the pandemic in order to meet others socially in a safe environment. - Operate a one stop shop for the management of outdoor spaces, ensuring they are used in a safe and sustainable way. - Oversee and deliver a programme of major events both in the authorities parks and beaches. - Deliver and support a number of major sporting events and activities encouraging residents and visitors to take part in healthy activities</p>	<p>To deliver agreed Recovery Plan for Tourism including support for the sector and marketing campaigns; recruit for and deliver the new community volunteering and parks development roles; adopt the new Destination Management Plan; contribute to the Toilet Strategy; develop the plan for Copr Bay and City Centre Arts Strategy at the new Coastal Park; support the flood defence work and collaborate on enhancement schemes with Mumbles Community Council; new campaigns for tourism agreed.</p> <p>Swansea Museum: - School sessions to be piloted - Develop further interpretation on biodiversity through butterfly collection and explore further options with council, biodiversity team - Volunteer programme to resume June 2022 - Explore potential rural mental health project with Rural Development Programme - Continue Teclona partnership</p> <p>Special Events: - Review the use of open spaces to reach a balance between open access and preprogrammed use. - Develop the Swansea Pop facility into an annual activity. - Deliver a new Ironman 70.3 event. A World Para Series triathlon event and a para festival in Swansea for the first time</p>	<p>Delivery of agreed plans in 21/22 including new tourism campaigns; cultural programming and new outdoor facilities and public spaces in the city centre, mumbles and S&amp;A  Launch the new Destination Management Plan</p>	

<p>Build on the legacy of Swansea's bid to be UK City of Culture by active participation in Culture 21 Pilot programme - 'culture in sustainable cities'. This will include using culture to promote intercultural dialogue and respect for cultural diversity and help address access, communication, progression and governance.</p>	<p>Tracey McNulty</p>	<p>2021 and ongoing</p>	<p>to embed cultural policy as one of the key principles for a sustainable city, alongside economic and environmental considerations.</p>	<p>Adoption of the nine policy commitments for culture in sustainable cities:</p>	<p>Special Events:                      - Supported the creation of the Arts Arkade, reposing the old Cranes Music Store in to a new temporary / moveable Cultural Venue.                      - Supporting both the World Reimagined, Festival 22 and Galwad as new cultural events for Swansea in 2022                      - Continue to build on Croeso, Swansea's St David's event celebrating Welsh Culture, trade and food.</p>	<p>Expand on the pledge for other services in the authority; reprogramme and fully reopen venues reflecting the learning of the Pilot programme; deliver the city centre Arts Strategy; Develop the brief for a new Cultural Strategy with Stakeholders and partners;                       Special Events:                      - Support the delivery of both the World reimagined, Festival 22 and Galwad as new cultural events for Swansea in 2022                      - Deliver and support a programme of major events to include Croeso, Galwad. The Christmas parade.</p>	<p>Delivery of agreed plans in 21/22 including new tourism campaigns, cultural programming and new outdoor facilities and public spaces in the city centre, mumbles and SA1                       Launch the new Destination Management Plan</p>
<p>Provide art, culture and heritage opportunities in order to boost skills, confidence, self-esteem, aspiration and health and well-being</p>	<p>Tracey McNulty</p>	<p>ongoing</p>	<p>An inclusive programme of partnership work with community groups, schools, colleges and universities that supports participation and progression in a structured way.</p>	<p>Well attended and supported exhibitions, projects and programmes in our communities; good news stories with our schools and colleges; delivery of our commitments to the Corporate Parenting and Tackling Poverty strategies; increased measurements of fitness and participation in our Active programmes.</p>	<p>Swansea Museum:                      - Looked After Children work experience opportunities developed.                      - Future intentions/actions                      - School work experience to resume June 2023                      - Explore opportunities if Cultural Apprentice scheme is renewed.                       Special Events:                      - Cranes building re-posed as Arts Arkade                      - Croeso Event – delivered bilingually                      - ERF supported removal of parks lettings fees for community activity                       Swansea Grand:                      - Additional partnership with Grand Ambition to develop Swansea based programme and improve links to local talent.                      - Engage with producers and promoters to expand programme to surpass pre pandemic levels.</p>	<p>Libraries:                      - Resume face to face working with our communities where possible; source funding for libraries as community hubs and integrate strategies for participation and measuring outcomes with the universities' support                      - Work towards becoming a Library of Sanctuary in Swansea                       Swansea Grand:                      - Continue expansion of programme.                      - Improve infrastructure to further facilitate assisted performances.                      - Diversify communication techniques to reach identified digitally isolated groups.</p>	<p>Full programme delivered following the pandemic, with an engagement programme for the city centre in place in partnership with Creative Wales, local businesses and the university to support participation through experience and shape cultural policy.</p>
<p>Support initiatives that will increase Swansea's urban tree cover, improve awareness and understanding of our natural environment (including opportunities for schoolchildren) to improve access and learning about the natural environment in order to promote health and well-being.</p>	<p>Phillip Holmes</p>	<p>ongoing</p>	<p>Adoption of Tree Strategy for the protection and good management of trees on Council owned land along with targets for new and replacement planting. School biodiversity awareness raising events/projects - Delivery of a programme of public environmental events and activities all of which will improve access to and engagement with Swansea's natural environment with its associated health and well being benefits</p>	<p>Tree Canopy coverage increase across the County (excluding Ash die back). Biodiversity events rolled out across all schools and included as part of the curriculum. Increased no of volunteers committed to improving and maintaining our local natural environment</p>	<p>A suite of tree policies/protocols have been adopted during 2021-22 including: Trees, Woodlands and Hedgerows Supplementary Planning Guidance, the Swansea Tree Replacement Standard, Tree Planting Guidance and a Management Strategy for trees on Council owned land. As at 2021, around 43,000 individual trees in Council ownership had been surveyed with more than 1439 woodlands and tree groupings plotted and surveyed containing an estimated 100k additional trees. However, significant areas of Council land ownership still remain to be surveyed.</p>	<p>Tree Strategy &amp; Trees and Development SPG adopted /implemented. Continued roll-out of tree planting projects. Re-commence programme of biodiversity and environmental education training within and outside schools and provision of additional resources. Continuation of environmental enhancement projects including access improvements working in partnership with other organisations and volunteers</p>	<p>Continuation of tree planting, training, awareness raising, practical environmental improvements and enhancements across the County</p>
<p>Improve access to and maintain the quality of our parks and greenspaces. Continue with the delivery of wildflower planting and management and engage with local communities to encourage volunteering and to support them with enhancing and maintaining their local greenspaces and wildlife sites to improve health and well-being.</p>	<p>Phil Holmes</p>	<p>ongoing</p>	<p>active communities taking pride in their local areas.</p>	<p>Sustainable Friends groups; active campaigns and engagement with volunteers in the community;</p>	<p>As at March 2022, we have achieved 18 Green Flag awards for our parks. We have continued to work with communities, organisations and 'friends' groups to encourage and sustain greater community ownership of assets and services. There are currently 37 constituted Friends of Parks groups registered with the Council. Community Asset Transfers have been successfully undertaken in all three electoral constituencies across Swansea: Swansea East (Jersey Park Bowling Pavilion, Talhaiarn Sports Pitch and Pavilion), Swansea West (Gwent Amateur Boxing Club; Green Space at Y-Llwyni) and Gower (Graig Y Coad Playing Fields; Underhill Park).                       We have also entered into a Charter with Community / Town Councils (C/TC) which sets out the way in which they aim to work together for the benefit of local communities, whilst recognising their respective responsibilities as statutory bodies</p>	<p>Resume active face to face support for the community; new community support officer in post to facilitate Community Action; Strategy agreed for delivering a county wide play/park scheme with Members; community coordinator role for volunteering and parks development agreed as part of the Recovery Plan.</p>	<p>Deliver the parks and playground projects and rescue the parks development and volunteering remit for the service; support community centres to work alongside other facilities in the districts as 'hubs' for their community.</p>
<p>Develop policies and plans to improve green infrastructure in deprived areas as a health equality action.</p>	<p>Phil Holmes</p>	<p>On-going</p>	<p>To improve and increase opportunities for people to benefit from contact with nature and reduce health inequalities by maintaining and enhancing a high quality and accessible natural environment across the whole County</p>	<p>Everyone lives within 5-10 minutes walk of their nearest accessible greenspace. High quality multifunctional green space and infrastructure and natural greenspace provided in deprived areas accessible greenspace. High quality multifunctional green space and infrastructure and natural greenspace provided in deprived areas</p>	<p>We are continuing to develop a county wide GI strategy, which will be aligned to the Swansea Central Area strategy focusing on taking a strategic approach to multifunctional GI across the county. Supported by national legislation, local policy and guidance (including emerging GI Supplementary Planning Guidance) skills and knowledge, the aim is to ensure GI is an embedded guiding principle in all development and enhancement work in Swansea.</p>	<p>Commence ward by ward mapping of existing Green Infrastructure (GI) assets and ecosystem service provision starting with most deprived areas and identify locations which provide the best opportunities for improvement. Engaging with local communities to encourage volunteering and to support them taking action to enhance and maintain their local greenspaces and wildlife sites</p>	<p>Continued roll out of GI mapping across wards provided grant funding for this project continues beyond June 2023. Working with volunteers and local communities to both develop and maintain additional high quality accessible green infrastructure within deprived areas</p>

<p>Continue with Active Young People Interventions across all schools / communities in order to increase participation in sport and physical activity. Included targeted interventions to those in areas of deprivation.</p>	<p>Tracey McNulty</p>	<p>On-going</p>	<p>Every child has sport and Physical activity as part of their lifestyle.  Improve physical literacy for all school age children and pre school children in readiness for school entry  Ensure access to a wide variety of affordable and accessible high quality competitive and recreational opportunities for all.</p>	<p>Extensive external auditing and statistical reporting by Sport Wales on a bi-annual basis.  Comprehensive outcome based reporting and recording against Sustainable Swansea and WVGFA goals via "dashboards"  External audit by Sport Wales and Welsh Gov against agreed targets</p>	<p><b>Sport &amp; Health:</b>  The Active Young People service continued delivery through the pandemic under both local regulations and under the guidance of the Welsh Sports Association led forum for sport and physical activity in accordance with Welsh Government.  A key focus of Sport and Health delivery lies around the development of Physical Literacy in young people working with key partners across the authority to achieve this. Despite the pandemic we were able to carry out some significant work in the area of Physical Literacy including whole school training and delivery on non school settings including centres and children's play.  It is worth noting the Summer programme of 2021 had added significance and importance as it was delivered during a period of the Covid pandemic whereby restrictions were easing and the public had both a huge appetite for participation in healthy activity alongside some trepidation that activities would be safe and appropriate in these unprecedented circumstances. For the first time in 21/22, the school/summer holiday programme was expanded to cover activities for 16-25 year olds and older adults as well as the provision of whole family participation activities which was piloted pre Covid.  This was delivered alongside some of our well known targeted programmes for young people such as Us Girls and Park Lives and Streetgames. We were able to do this through using part of the Covid recovery fund allocated to us by Sport Wales, alongside core support of Officers directly employed by the Council within the service. Young People had the opportunity to take part and try new activities such as Paddleboarding, Kayaking, learn to cycle, balance bikes to name a few  Special Events: - Provided opportunities for young people to take part in sporting events. Including junior races at the Swansea Bay 10k</p>	<p>Infrastructure (GI) assets and ecosystem service provision starting with most deprived areas and identify locations which provide the best opportunities for improvement. Engaging with local communities to encourage volunteering and to support them taking action to enhance and maintain their local greenspaces and wildlife sites</p>	<p>Develop programmes based on joint research with Sport Wales following survey and research reports and insight derived from local projects and those in partnership with the wider South West Wales region.</p>	
<p>Undertake a range of equality-focused activities at the Gym Vivian Art Gallery, Swansea Museum, Dylan Thomas Centre and Swansea's libraries working with groups such as children &amp; young people, disabled people, BME and LGBT communities.</p>	<p>Tracey McNulty</p>	<p>ongoing</p>	<p>As above objectives including provision of community arts and cultural facilities where our all our communities feel included and where our activities reflects their own lived experiences and cultural heritage, communities and needs.</p>	<p>- Sustainable development and delivery plans; audiences (participation data capture demonstrating diversity is growing; customer/organisational feedback from partners;</p>	<p>Swansea Museum: - Provided Winter of Wellbeing videos with two groups, Young Carers and Mixup, a Young People's Disability Group - Completion of Windrush 2 project with African Community Centre.  Dylan Thomas Centre: - DTC re-opened May 2021 and is almost at usual operating hours. Face to face workshops for targeted groups (eg children &amp; young people, and people with disabilities) have been trialed in order to resume full delivery for 2022/23.  Libraries: - Physical attendance at events has restarted including a return to use venues by partner groups such as Autistic group in Llansamlet library, Welsh Rhyme times. - Targeted Winter of Wellbeing funding on activity to support wellbeing of wide range of groups  GVAG: - GVAG reopened in May 2021 with a diverse range of exhibitions and programmes Highlights included exhibitions by Welsh and Ghanaian artist Anya Paintsil, Dafydd Williams, malum, an exhibition programmed in partnership with Swansea Pride, and the display of the Welcome banner, made with participants from Swansea City of Sanctuary to celebrate Swansea 10th anniversary as a City of Sanctuary. - In 2021 GVAG also became the first Gallery in the UK to be awarded Art Gallery of Sanctuary for our work with Refugees and people seeking asylum. - Blended learning continued for our targeted groups such as Sighlife for visually impaired people, Young Art Force for children aged 5-16 not in formal education and older isolated adults. - In 2021/2022 we also began our 'Welcome groups' again and increased capacity, alongside the return of all our workshops for families, adults on weekends and in school holidays</p>	<p>Increased opening and capacity; delivery of grant funded and recently agreed inclusive programmes, agree the '22 calendar for restarting events such as Pride and Festival '22 activity;  Dylan Thomas Centre: - Increased opening and capacity; delivery of grant funded and recently agreed inclusive programmes, including 'Literature &amp; Trauma' creative writing sessions for refugees &amp; people seeking asylum and outreach sessions at Swansea Asylum Seeker Support drop-ins in the community. - West Giamorgan People First, a user-led organisation for people with a learning disability, will resume their weekly sessions at the DTC and will be a co-partner with us on our Esmee Fairbairn Collections Fund project, which aims to make the Dylan Thomas Collection more accessible to a family audience and to those communities who may not have engaged with it previously. - Our Young Writers Squad workshops for children and young people across Swansea will operate at full capacity, and we'll run taster sessions in libraries across Swansea. - We will develop our partnership with National Autistic Society's Swansea branch, and aim to run some family learning workshops in partnership with them.  Libraries: - Embrace opportunities for grant funding from Summer of fun to build activity and support Summer Reading Challenge and diverse audiences. - Roll out Period Poverty resources to all libraries and sustain StOPP initiative. - Build on other poverty initiatives delivered in 2021 such as free tablets and data from Good Things Foundation  GVAG: - GVAG is working with Disability Arts organisation DASH on a national project 'We are Invisible, We are Visible' which sees 28 disability artists come together for a series of interventions across the UK - Working with National Portrait Gallery, on an internship for under represented and diverse people - A new programme working with young people to look at contemporary Welsh identity and to select icons for entry into our Collection. - New 2 year Learning project 'Threads' working across targeted groups, partners include African Community Centre, Sighlife, City of Sanctuary, Young Art Force. - Collaboration with LGBTQ+ artists and creatives, On Your Face Collective, on a display to reinterpret the Collection. Series of events, workshops and talks planned alongside the exhibition in July 2022</p>	<p>Deliver a full programme based on our reopening and welcoming our communities back to the venues, alongside the education and outreach plans to be shaped for audience development and delivery of the city centre arts strategy and new cultural strategy.  GVAG: - Partnerships with Disability Arts Cymru, Imperial War Museum and Artes Mundi 10</p>	
<p>Continue with The Passport to Leisure scheme, which allows for discounted entry/tickets at our venues (including the Freedom Leisure sites and Plantasia) and some external ones too.</p>	<p>Julian Morgans / Anthony Richards</p>	<p>ongoing</p>	<p>Improved access to and participation in leisure activities for low income households.</p>	<p>Scheme membership and usage.</p>	<p>Maintained expected levels of take up and usage taking into consideration Covid-19 restrictions.</p>	<p>TBD</p>	<p></p>	
<p>Raise awareness of Cultural Services and identify any barriers to participation via engagement with key equality groups, such as the BME Sports Forum.</p>	<p>Tracey McNulty</p>	<p>ongoing</p>	<p>Opportunities for shared governance and consultation to ensure our strategies, projects and future policies reflect the needs of those we are seeking to engage with.</p>	<p>projects developed in partnership with community groups; structured, accessible formats for feedback and input to future planning;</p>	<p>We have continued to support the development of a Digital and Cultural Hub at Swansea's Grand Theatre which includes 24 ethnic minority organisations and aims to ensure a fair and equal cultural programming for our communities. In 2021, Swansea Council became a partner in The World Reimagined, a UK-wide art education project working to transform our understanding of the Transatlantic Slave Trade and its impact on all of us to help us make racial justice a reality. We have also continued to implement our Diversity pledge which includes all people with protected characteristics. We have built upon the Council's motion to express solidarity with Black and Minority Ethnic communities in Swansea, by reviewing the Swansea's street names, places and statues and committed to recognising the contribution made to civic life by a greater diversity of Swansea's past residents. Working with partners such as Sport Wales, Disability Sport Wales, Public Health Wales and Street Games we have continued to target groups with low levels of participation such as young women, Disabled people and people from Black and Minority Ethnic groups through programmes such as Us Girls, Parklives and Streetgames and other activities.</p>	<p>Formalise a way of working with the communities in the cultural and community hubs in the grand theatre and oxford st.; deliver the Experience Centre in the city centre to capture response and experience through arts and culture in order to develop 'human centred' public spaces, where digital and cultural assets create a better sense of place and use.</p>	<p>Develop a strategy for culture in collaboration with partnership, through understanding barriers and responses; shared governance structures for key initiatives and strategies; deliver year one of the phd research programme for cultural policy.</p>	
<p>Support Improvements to access public transport by bus for disabled and older people, as well as families with young children.</p>	<p>Cath Swain</p>	<p>ongoing</p>	<p>Improved information in formats accessible to all. Bus stop infrastructure improvements. Vehicles to comply with the Voluntary Welsh Bus Quality standards</p>	<p>Annual review of number of bus stops that have raised kerbs. Audit of all bus services and operators to ensure compliance with vehicle quality standards.</p>	<p>Work has been ongoing in relation to the development of relationships with bus and rail operators. The council has an established Bus Quality Partnership with First Cymru and is the lead Local Authority in relation to developing an agreed bus network across the region. The development of sustainable public transport solutions including the development of a Metro will gain further traction under the auspices of the newly established Corporate Joint Committee. As part of our Recovery programme from Covid, we have funded free bus travel into the city centre during specific time periods e.g. the half term holidays to encourage footfall into and around the city centre</p>	<p>Annual review of number of bus stops that have raised kerbs. Audit of all bus services and operators to ensure compliance with vehicle quality standards.</p>	<p>Working with Transport for Wales on national standards for bus stop/shelter infrastructure and electronic information / real time information.</p>	
<p>Improve access to the infrastructure around pavements, roads and parking provision for disabled and older people, as well as families with young children. Review current consultation with local access groups to improve physical access to buildings and services. (Suggested change to improve the Highway to encourage use by disabled, older people and families with young children. To encourage environmentally friendly modes of transport and improve safety for all on important routes in communities.)</p>	<p>Stuart Davies / Lee Davies</p>	<p>ongoing</p>	<p>Improved access to highway infrastructure for disabled, older people and families with children.</p>	<p>Satisfaction by access groups and residents.</p>	<p>n/a This step requires revision.</p>	<p>Successful completion of Safer Routes in Communities and Active Travel Schemes. Comply with best practice guidance on safety maintenance of highways. Accessibility dropped kerbs are installed in all footway maintenance schemes.</p>	<p>Successful application for WG grants to complete further schemes.</p>	
<p><b>Participation: Improve how we engage with and involve people and communities in matters that are important to them and decisions that we make</b></p>								
<p>Continue to implement a whole Council approach to the United Nations Convention on the Rights of the Child (UNCRC), to meet our commitments contained within the Children and Young People's Rights Scheme</p>	<p>Julie Gosney / Katie Spendiff</p>	<p>On-going</p>	<p>The Children and Young People's Rights Scheme seeks to put children's rights at the heart of Council decision making processes that affect children and young people.</p>	<p>Annual Report on progress made in relation to Scheme produced for 2019/20 and a Bridging report complete with recommendations for 2020/21.</p>	<p>During 2021-22 we have reviewed our Children and Young People's Rights Scheme and revisited our County wide consultation and engagement mechanisms. This year we have worked with Children and Young People to co-produce a number of indicators to inform the development of Swansea's Children's Rights Scheme based around the five principles of our agreed rights based approach. Children and Young People suggested future priorities for focus should include; involving Young People in politics, ensuring LGBT+ equality, listening to the collective learner voice, protecting the safety of Young Women in public spaces, protecting the environment and green spaces, listening to quiet voices and supporting Disabled Children to be heard.</p>	<p>Based on findings of consultation, CR Scheme to be launched, implemented and an associated actin plan developed by the Children's Rights Network. Mechanisms for listening to cyp to be developed, pilot and launched.</p>	<p>New CR Scheme in place with implementation plan driving developments. Inclusive engagement and co-production with cyp to inform and direct all areas of work.</p>	

Review work with communities, organisations and 'friends' groups to encourage and enable greater community ownership of assets and services and to ensure their long-term sustainability.	Geoff Bacon		Review of CAT policy	Updated policy, revised constitution	Updated policy and constitution completed.	Continued internal and political consultation to establish desired resource allocation to enable efficient implementation of policy	Communication of revised policy
Support the establishment of a Poverty Truth Commission to bring together key decision makers with people who have direct lived experience of poverty to work together to bring about change.	Anthony Richards		The Swansea Poverty Truth Commission puts those with lived experience of poverty at the heart of decision making. The Commission will identify its own priorities to work on during the life of the Commission.	Commission launched. Priorities identified. Outcomes achieved. Evaluation complete.	Community Commissioners recruited.	Civic & Business Commissioners to be recruited. Priorities identified. Swansea Poverty Truth Commission launched with public launch event.	Commission facilitated to work on identified priorities. Outcomes achieved. Closing event. Evaluation complete.
Continue to modernise public engagement in local democracy and Council decision making through accessible meeting times, web broadcasting, electronic voting and e-petitions.	Huw Evans				We are continuing to modernise public engagement in Council decision making. The Local Government & Elections (Wales) Act 2021 along with earlier Covid Regs allowed all meetings to be held remotely during 2021-22. They are working well and developments are underway in the Guildhall Council Chamber and also in the Gloucester Room which will be a significant step forward to assist with the Council's commitment to multi-location meetings. eVoting has been established for Council and for Cabinet Meetings (it is not required for the other Committees given their relative small size). Preparation for the creation of ePetitions has been undertaken and was enacted as of May 2022. Public engagement has been encouraged by public questions at Cabinet, Council and Scrutiny. We are also preparing to develop a public participation strategy and work is underway in relation to an e-petitions scheme.	<b>Web Broadcasting.</b> Council adopted the Multi-Location Meetings (MLM) Policy on 24 May 2022. The MLM Policy allows for Council, Cabinet & Committee Meetings to be held remotely.	To seek other ways to modernise Public Engagement including the publication of a Public Participation Scheme
Continue to strengthen the Welsh language service and language services generally offered by the Council by providing basic language training for front-line staff.	Sarah Lackenby	Ongoing activity	Increase in the number of Welsh speakers	Annual Review of Performance (2021/22)	An introductory "Taster" session has been run to encourage future participation. The Welsh Language Training Support Group will revisit the potential for "face to face" courses for non-IT User front-line staff. It is intended to run further Courses at Mynydd Level 1 (years 1 and 2) and Syfftan Level 1 (Years 1 and 2) commencing in September 2021.	The Welsh Language Skills Training Group continues to meet on a monthly basis. Welsh Language courses at Mynydd and Syfftan levels will continue to be offered at Mynydd and Syfftan levels and, for the first time, Canolfad level. Discussions are ongoing with regard to provision of eLearning training via SW Police. A Welsh Language Skills Strategic Framework for 2022/27 is out for consultation with CMT/Leadership Team. The Council's recruitment specialist will be working with the Skills group to identify areas where we can better attract Welsh speakers into Council roles.	
Make community budgets available so that local people can decide together with their representatives what their local priorities are.	Geoff Bacon	Annual budgets	To ensure full spend whilst allowing ward members to meet the needs of their areas	Delivery of internal schemes and effective budget management for other uses eg donations, activities	During 2021-22 each Ward Members had a Community budget of £10,000 per annum to support the delivery of small local measures that are a priority for individual Councillors and their local community but are not funded by any other Council budgets. The scheme provided each Councillor with a budget currently set at £10,000 per annum and has been divided equally between all 72 elected Councillors to use on supporting initiatives within their Ward. Examples of work carried out include repairs to bus shelters, donations to their local schools or community charities, the installation of defibrillators in public places, repairs to minor footpath or road improvements, floral displays, tree planting, re-instating or providing extra street lights as well as a range of equipment in local parks.	Full spends on community budgets plus an additional £1m for Highways projects and £1m for play projects	To continue to support budget management by building good relationships with ward members and help delivery of internal schemes
Provide the opportunity for local citizens to influence how policies are written and services are delivered through a revised Consultation & Engagement Strategy, ensuring that consultation and engagement is inclusive and undertake awareness raising activities.	Rhian Millar	Dec 2021	Consistent approach to consultation and engagement across the Authority	Clear process for consultation and engagement throughout the Council and greater involvement of citizens in the decisions we make.	A draft revised Consultation and Engagement strategy has been produced, however consultation is ongoing in relation updating the strategy to reflect the lesson learnt from Covid-19. The strategy was informed by the Recovery and Future Generations Policy Development Committee and is closely aligned to the Council's Corporate Framework on Co-production.	Formal approval of the Strategy by Council following a formal consultation	Wide promotion of the Strategy through the Council to ensure it is embedded
Build upon the development of a Corporate Co-production Strategy with inclusion of a Toolkit for use by staff across the authority.	Lee Wenham	March 2022	Increase in coproduction across the Council and clear guidance for staff to undertake coproductive activity	Greater awareness of staff and an increase in coproductive activity		Work with the Strategic Equality Group to further develop the framework and draft action plan. Develop e-learning materials and a toolkit for staff and teams looking to use co-production in service design, development and changes	Continue to review coproduction activity across the Council
Progress the Ageing Well Forum and focus on priorities identified for exploration and discussion as matters that are important to those ageing well within Swansea.	Julie Gosney	On-going	In Swansea, the "Ageing Well Forum" is about meaningful and inclusive opportunities for Citizen 50+ to be heard in decisions that affect them. The "Ageing Well Forum" and "Ageing Well Information Network", both aims to encourage the widest possible engagement of citizens 50+ in Swansea and broaden who and how we engage citizens and ensure inclusion of individuals, community groups, special interest groups, forums and engage older	Active and inclusive engagement of citizens 50+ in decisions that impact on their lives at a Local, Regional and National level. Influencing decision making at a strategic and service delivery level to ensure that developments that impact on the lives of citizens 50+ are fit for purpose and where possible co-produced.	In June 2021 we put in place measures to support the development and implementation of Swansea's Strategy for an Ageing Society and to identify areas of need within the Ageing Well agenda. Consultation with Older People (aged 50 yrs+) identified the following priorities; transport, social isolation, active ageing, services, digital equality, information and communication and improving Swansea. This year we also reviewed and re-launched our Ageing Well Steering Group in July 2021 to support partnership working and the wellbeing of Older people (aged 50+). We extended the reach of our membership to include individuals aged 50+, community groups that support people aged 50+, Members of the Public Services Board, representatives from the Third Sector and partner organisations.	The "Partnership & Involvement Team" have recently recruited a dedicated "Older Person's Partnership & Involvement Officer" who's remit and purpose is to embed the UN Principles for Older Persons and ensure effective and inclusive mechanisms are in place to enable the participation and engagement of citizens aged 50+ yrs, in all decisions that affect their lives and ensure their views are heard and listened to. The newly appointed officer will work with citizens to consult on and co-produce a renewed forum/mechanisms to ensure the widest involvement of citizens in decisions that impact on their lives and bring decision makers and citizens together to work coproductively on fit for purpose service delivery in Swansea.	Engage citizens 50+ in Swansea's recovery plan following the pandemic, future commissioning of services and working coproductively to achieve the PSB commitment of an "Age Friendly City" status.
Promote "SMART" working with our equality forums, ensuring they all have clear terms of reference, work plans and schedules. Ensure better engagement with Council departments and Councillor Champions. Facilitate the establishing of Women's and Inter-Faith Consultative Forums.	Rhian Millar / Catherine Window	TBC 2022	Better engagement with equality forums	Terms of reference agreed, work plan and schedules in place	The implementation of recommendations relating to our Equality forums and Councillor Champions has been delayed to some extent by the effects of the Covid-19 pandemic. Some work has been undertaken with the Council's Leadership Team in terms of identifying priority areas for engagement and to promote wider service level engagement with Equality forums. However, the pandemic has challenged the continuity of the forums and although engagement continued in some instances albeit through virtual or blended approaches, priorities for engagement have been re-focused to respond to the priorities coming out of the pandemic.	Strategic board to review the role of equality forum and workplan and initial schedule produced	Rolling schedule of activity to be undertaken
Clarify and further promote the role of Councillor Champions, ensure better engagement with consultative forms and establish links with the Strategic Equality Group.	Rhian Millar / Catherine Window	TBC 2022	Better alignment of Council Champions consultative forums and Strategic Equality and Future Generations Board	Councillor champions fully informed and involved with the groups and board	The Deputy Leader has now taken on "Champions Liaison" as part of his portfolio. Councillor Champions are continuing to work with, advocate and promote equality issues for groups of people with protected characteristics. They cover a wide range of equality issues including Disability and Access to Services, Diversity, LGBT (Lesbian, Gay, Bisexual and Transgender), Women, Domestic Abuse, Carers, Poverty, Vulnerable and Older People, Sanctuary and Inclusion, in addition to wider themes such as Health and Wellbeing. The Strategic Equality and Future Generations Board is currently working on how to clarify and promote the role of Cllr Champions.	<ul style="list-style-type: none"> <li>Develop a role description for Councillor Champions so responsibilities are clear</li> <li>Communicate work of the Strategic Equality Group so Councillor Champions can easily engage with the group</li> </ul>	Review of Councillor Champion involvement in light of the work plans and schedules across Equality Forums



Clarify the Equality Staff Representative role, including the expectations of them in their role, ensuring those nominated are able to regularly take part in co-ordinating meetings and training and that they are linked to a wider knowledge base/support network for advice, guidance and support.	Rhian Millar / Catherine Window	Dec 2021	A well functioning group which ensures that Equalities is being embedded through the Council	Regular group meetings, workplan produced and group linked in to the Strategic Equality and Future Generations Board.	In January 2021, work continued with a reconvened Staff Equalities group, with new terms of reference, and a closer alignment to the Strategic Equalities and Future Generations Board. This year, the group have been given presentations and discussed easy read/plain English/Welsh and co-production. They have also been given information about Equality Groups and their contacts in Swansea and have been offered opportunities for training in Unconscious Bias, Cultural Competency and Human Rights.	Terms of reference revisited to take into account COVID, regular meetings established following the successful implementation of the Strategic Equality and Future Generations Board	Workplan produced arising from the work of the board
Support the continued development of community hubs across the Council area ensure that all staff involved have full equalities training.	Geoff Bacon		Opening of City Centre Community Hub	Successful completion of Physical renovation of former BHS. Working Community Hub model in place to be rolled out to wider communities	The development of the City Centre hub is nearing completion with a view to progressing the development of hubs in other areas across the city and county. This year we have made good progress with training in relation to equality issues by reviewing an e-learning module on Equalities, the development of an e-learning tool box and actively reviewing records of staff who have completed mandatory equalities training.	Planning consent achieved. Contractors appointed. Operational model agreed.	Complete refurbishment and open.
Address the significant issues with the Council website, key aspects should be developed co-productively. Consider use of more 'hover over' facilities for key words where pictures are shown. Be mindful of problems with PDFs/tables for screen readers.	Liz Sheppard	01/08/21	The upgrade of our website is a key priority within the Digital Strategy and Achieving Better Together, the Councils Recovery and Transformation Strategy, as the council moves towards a Digital First approach. The website will be delivered in late autumn 2021 with improved accessibility. It aims to meet AA standard using W3C 2.1 guidance using principles of co-production to improve accessibility for a wide range of user needs.	User testing, site feedback, analytics software, use of accessibility software to monitor content added to the website, monitoring and assessment by external groups and organisations e.g. Disability Liaison Group	This year we launched a new and improved Council website in August 2021. Our new website has been tested via browser extensions e.g. Axe which is used by Government Digital Services, and also Siltkide. Both have shown a significant improvement, compared to the previous website with most pages meeting AA standard using the W3C 2.1 guidance. The ranking of our website has also improved and increased by 218 places in the most recent Sitemorse report which ranks every English, Welsh and Scottish Councils' websites on accessibility, contentlinks, code quality, performance and brand. The report was the first since the new Swansea and Abertawe sites went live and we were the second most-improved website behind Tewkesbury.	The sites will go live and the new booking system will follow. Future-proofing the site for accessibility changes has been done by updating the website templates and framework, allowing easy future changes. Accessibility tools are already used by the Web Team, but more options are being explored to provide training and troubleshooting for web contributors and wider staff members. Promotion of equality matters is continuing on Staffnet, and many new areas of content are being developed with services, e.g. climate change and sustainability.	Apply the same principles to the staff intranet to improve accessibility and efficiency for staff members on the new Staffnet site. Continue to act on feedback to make improvements to the site, online forms and processes. Monitor third party portals and applications to ensure they are as accessible as possible.
Develop more easy read and plain English resources.	Rhian Millar / Catherine Window	TBC 2022	More easy read versions of Council documents available and a greater use of easy read across the authority	An increase in Easy Read documents	The Strategic Equality and Future Generations Board has prioritised the need to review the ways in which we can develop more easy read and plain English resources in line with the development of corporate standards in relation to accessibility. The Staff Equalities Group have also done some training and presentations on easy read and plain English and discussed the issue with representatives of Swansea People First in terms of identifying issues to inform a corporate approach to this issue.	<ul style="list-style-type: none"> <li>Raise awareness with staff on the importance of producing Easy Read and Plain English documents</li> <li>Share best practice internally from areas within the authority who are at the forefront of developing Easy read and Plain English documents</li> <li>Consult with users to understand where people would benefit from more Easy Read and plain English resources</li> </ul>	Key documents produced in easy Read
Continue steps towards Swansea becoming a Human Rights City; explore how we could embed the UN Convention on the Rights of Persons with Disabilities and the UN Convention on the Elimination of Discrimination Against Women in the same way as with the UN Convention of the Rights of the Child.	Rhian Millar / Catherine Window	TBC	Swansea to become a Human Rights City	Human City Status achieved	On the 10th of December 2021, Swansea's Public Service Board declared their intention to become a Human Rights City. Work is currently underway to map existing programmes, policies and areas of work to the emerging priorities for Swansea as a Human Rights City. This build upon consultation work undertaken by Swansea's Human Rights Steering Group and representatives of Swansea's Public Service Board to identify draft priorities for us to work towards in terms of becoming a Human Rights City.	Establish a board to drive and shape the workplan to achieve Human City Status. This will need to be shaped by engagement with the community	Embed Human rights in everything we do, actions to achieve this will be confirmed by the board

## Equalities Data report – Year end 31 March 2022

## WORKFORCE PROFILE

## Workforce Profile - Working pattern by Gender

Employment category	Female	Male	Total
Permanent - full time	2063	2363	4426
Permanent - job share	*	*	64
Permanent - part time	2687	360	3047
Temporary - full time	859	404	1263
Temporary - job share	*	*	7
Temporary - part time	2370	431	2801
<b>Grand Total</b>	<b>8044</b>	<b>3564</b>	<b>11608</b>

## Workforce Profile - Age Profile by Gender

Age	Female	Male	Total
Under 21	95	61	156
21-30	1022	476	1498
31-40	1839	719	2558
41-50	2241	846	3087
51-60	2122	1063	3185
61-70	680	367	1047
Over 70	45	32	77
<b>Grand Total</b>	<b>8044</b>	<b>3564</b>	<b>11608</b>

## Workforce Profile - Grade by Gender

Grade Name	Female	Male	Total
Chief Executive 12	*	*	*
Chief Officer 1-5 01-05	*	*	*
Deputy Chief Executive 1-3	*	*	*
Director 001-007	*	*	*
GRADE_01 01	132	74	206
GRADE_02 03	521	116	637
GRADE_02A 03A	*	*	284
GRADE_03 04	230	169	399
GRADE_03A 04A	*	*	8
GRADE_04 05-06	1390	375	1765
GRADE_04A 05A-06A	*	*	87
GRADE_05 07-09	1137	455	1592
GRADE_05A 07A-09A	*	*	15
GRADE_06 11-17	986	399	1385
GRADE_07 19-24	632	652	1284
GRADE_08 25-29	352	277	629
GRADE_09 30-34	294	187	481
GRADE_10 35-39	94	87	181
GRADE_10A 35-37	71	17	88
GRADE_10B 38-39	*	*	56
GRADE_11 40-44	69	51	120

GRADE_12 45-49	35	36	71
Head Deputy and Assistant Teachers 001-043 H00	147	90	237
HOS Band_1 07-13	*	*	10
HOS Band_2 03-09	*	*	*
HOS Band_3 01-05	*	*	*
Minimum Wage 025 025	*	*	16
Minimum Wage APP APP	*	*	23
Minimum Wage 016-022	*	*	30
Soulbury Advisor Inspectors 001-007	*	*	*
Soulbury Advisor Inspectors 002-008	*	*	*
Soulbury Advisor Inspectors 002-011	*	*	6
Soulbury Advisor Inspectors 006-009	*	*	*
Soulbury Advisor Inspectors 010-013	*	*	*
Soulbury Advisor Inspectors 013-016	*	*	*
Soulbury Advisor Inspectors 013-019	*	*	*
Soulbury Advisor Inspectors 022-024	*	*	*
Soulbury Advisor Inspectors 024-027	*	*	*
Soulbury Advisor Inspectors 028-034	*	*	*
Soulbury Advisor Inspectors 047-047	*	*	*
Soulbury Advisor Inspectors 2 -8	*	*	*
Soulbury Ed Psychologist 001-009	*	*	6
Soulbury Ed Psychologist 001-013	*	*	*
Soulbury Ed Psychologist 001-015	*	*	*
Soulbury SNR Ed Psychologist 001-007	*	*	*
Soulbury SNR Ed Psychologist 004-009	*	*	*
Soulbury SNR Ed Psychologist 016-018	*	*	*
Teacher 001-006 W00	385	136	521
Threshold Teacher 001-003 P00	1049	332	1381
Unqualified Teacher 001-006	34	20	54
<b>Grand Total</b>	<b>8044</b>	<b>3564</b>	<b>11608</b>

### Workforce Profile - Ethnicity Declaration

Ethnicity	Total	% Workforce
Asian or Asian British - Any Other	7	0.06%
Asian or Asian British - Bangladeshi	8	0.07%
Asian or Asian British - Chinese	*	*
Asian or Asian British - Indian	*	*
Asian or Asian British - Pakistani	*	*
Black or Black British - African	9	0.08%
Black or Black British - Any Other	*	*
Black or Black British - Caribbean	*	*
Mixed - Any Other	*	*
Mixed - White and Asian	*	*
Mixed - White and Black African	*	*
Mixed - White and Black Caribbean	*	*
Not declared	9156	78.88%
Other Ethnic Group	*	*
Prefer not to say	6	0.05%
White - Any Other	65	0.56%
White - British	2326	20.04%
<b>Grand Total</b>	<b>11608</b>	

### Workforce Profile - Sexual Orientation

Sexual Orientation	Total	% Workforce
Bisexual	13	0.11%
Gay/Lesbian	48	0.41%
Heterosexual/Straight	1645	14.17%
Not declared	9853	84.88%
Other	*	*
Prefer not to say	47	0.40%
<b>Grand Total</b>	<b>11608</b>	

### Workforce Profile - Religion

Religion	Total	% Workforce
Buddhist	15	0.13%
Christian	848	7.31%
Hindu	*	*
Muslim	11	0.09%
No Religion or belief	809	6.97%
Not declared	9800	84.42%
Other	56	0.48%
Prefer not to say	66	0.57%
Sikh	*	*
<b>Grand Total</b>	<b>11608</b>	

### Workforce Profile - Disability Declaration

Disabled?	Total	% Workforce
Disabled	46	0.40%
Not declared	10993	94.70%
Not Disabled	560	4.90%
<b>Grand Total</b>	<b>11608</b>	

### Workforce Profile - Marital Status

Marital Status	Total	% Workforce
Civil Partnership	51	0.44%
Divorced	430	3.70%
Formally in Civil Partnership now legally dissolved	*	*
Legally Separated	24	0.21%
Living with Partner (not married or in civil partnership)	329	2.83%
Married	4913	42.32%
Not declared	1564	13.47%
Partner	100	0.86%
Prefer not to say	23	0.20%
Separated – but still legally in Civil Partnership	*	*
Separated – but still legally married	52	0.45%
Single	4066	35.03%
Widowed	50	0.43%
<b>Grand Total</b>	<b>11608</b>	

### Workforce Profile - Gender Reassignment

Gender same as birth?	Total	% Workforce
No	8	0.07%
Not declared	9875	85.07%
Yes	1725	14.86%
<b>Grand Total</b>	<b>11608</b>	

### Workforce Profile - Maternity and Pregnancy

Maternity = 1.52% workforce

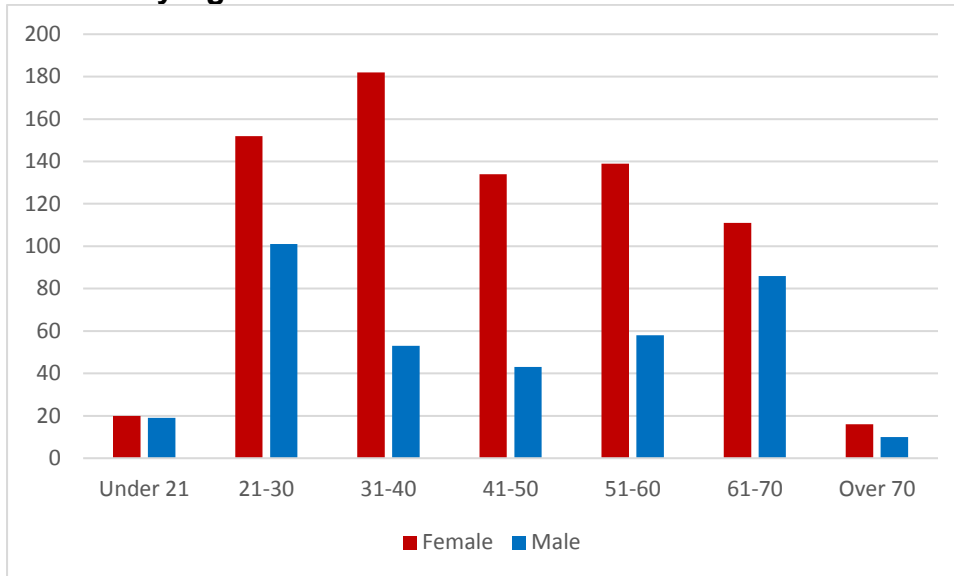
Pregnancy = data unavailable

## LEAVERS

### Leavers by Gender

Leaver Reason	Female	Male	Total
Deceased	*	*	9
Dismissed – Capability	*	*	*
Dismissed – Gross Misconduct	*	*	7
Dismissed – Health Capability	*	*	21
Dismissed – Probation	*	*	6
End of Apprenticeship	*	*	*
End of Fixed-Term Contract	38	47	85
End of Temporary Contract	45	17	62
ERVR – Early Retirement/Voluntary Redundancy	12	6	18
Frustration of Contract	*	*	*
NULL	10	4	14
Other	42	9	51
Promotion	*	*	*
Redundancy	*	*	*
Redundancy – Compulsory	*	*	6
Resigned	452	177	629
Resigned 55+	65	62	127
Resigned 60+	10	10	20
Retirement	*	*	*
Retirement – AAB (Teachers)	*	*	*
Retirement – Early	13	0	13
Retirement – ER/VR (Teachers)	*	*	*
Retirement – Ill Health	12	12	24
Retirement 65+	8	6	14
Traineeship Terminated	*	*	*
Voluntary Redundancy	*	*	*
<b>Grand Total</b>	<b>754</b>	<b>370</b>	<b>1124</b>

### Leavers by Age / Gender



### Leavers by Ethnicity

Ethnic Origin	Leavers
Asian or Asian British - Any Other	*
Asian or Asian British - Bangladeshi	*
Asian or Asian British - Chinese	0
Asian or Asian British - Indian	*
Asian or Asian British – Pakistani	0
Black or Black British - African	*
Black or Black British - Any Other	0
Black or Black British - Caribbean	0
Mixed - Any Other	0
Mixed - White and Asian	0
Mixed - White and Black African	*
Mixed - White and Black Caribbean	0
Not declared	879
Other Ethnic Group	0
Prefer not to say	0
White - Any Other	15
White - British	225
<b>Grand Total</b>	<b>1124</b>

### Leavers by Sexual Orientation

Sexual Orientation	Leavers
Bisexual	*
Gay/Lesbian	*
Heterosexual/Straight	136
Not declared	975
Other	0
Prefer not to say	10

<b>Grand Total</b>	<b>1124</b>
--------------------	-------------

### Leavers by Religion

Religion/Belief	Leavers
Buddhist	0
Christian	66
Hindu	0
Muslim	*
No Religion or belief	68
Not declared	975
Other	*
Prefer not to say	9
Sikh	0
<b>Grand Total</b>	<b>1124</b>

### Leavers by Disability

Disabled?	Leavers
Disabled	*
Not declared	1119
Not Disabled	*
<b>Grand Total</b>	<b>1124</b>

## GRIEVANCES

### Grievance by Gender

Gender	Grievances
Female	*
Male	*
<b>Grand Total</b>	<b>7</b>

### Grievance by Ethnicity

Ethnicity	Grievances
Asian or Asian British - Any Other	*
Asian or Asian British - Bangladeshi	*
Asian or Asian British - Chinese	*
Asian or Asian British - Indian	*
Asian or Asian British - Pakistani	*
Black or Black British - African	*
Black or Black British - Any Other	*
Black or Black British - Caribbean	*
Mixed - Any Other	*
Mixed - White and Asian	*
Mixed - White and Black African	*
Mixed - White and Black Caribbean	*
Not declared	5
Other Ethnic Group	*
Prefer not to say	*

White - Any Other	*
White - British	*
<b>Grand Total</b>	<b>7</b>

### Grievance by Sexual Orientation

Sexual Orientation	Grievances
Bisexual	*
Gay/Lesbian	*
Heterosexual/Straight	*
Not declared	*
Other	*
Prefer not to say	*
<b>Grand Total</b>	<b>7</b>

### Grievance by Religion

Religion/Belief	Grievances
Buddhist	*
Christian	*
Hindu	*
Muslim	*
No Religion or belief	*
Not declared	*
Other	*
Prefer not to say	*
Sikh	*
<b>Grand Total</b>	<b>7</b>

### Grievance by Disability

Disabled?	Grievances
Disabled	0
Not declared	7
Not Disabled	0
<b>Grand Total</b>	<b>7</b>

## DISCIPLINARY

### Disciplinary by Gender

Gender	Disciplinaries
Female	57
Male	41
<b>Grand Total</b>	<b>98</b>



### Disciplinary by Ethnicity

Ethnic Origin	Disciplinaries
Asian or Asian British – Any Other	0
Asian or Asian British - Bangladeshi	0
Asian or Asian British - Chinese	0
Asian or Asian British – Indian	0
Asian or Asian British - Pakistani	0
Black or Black British - African	*
Black or Black British – Any Other	0
Black or Black British – Caribbean	0
Mixed – Any Other	0
Mixed – White and Asian	0
Mixed – White and Black African	0
Mixed – White and Black Caribbean	0
Not declared	78
Other Ethnic Group	0
Prefer not to say	0
White - Any Other	*
White - British	18
<b>Grand Total</b>	<b>98</b>

### Disciplinary by Sexual Orientation

Sexual Orientation	Disciplinaries
Bisexual	*
Gay/Lesbian	*
Heterosexual/Straight	*
Not declared	97
Other	*
Prefer not to say	*
<b>Grand Total</b>	<b>98</b>

### Disciplinary by Religion

Religion	Disciplinaries
Buddhist	*
Christian	9
Hindu	*
Muslim	*
No Religion or belief	*
Not declared	84
Other	*
Prefer not to say	*
Sikh	*
<b>Grand Total</b>	<b>98</b>

### Disciplinary by Disability

Disabled?	Disciplinaries
Disabled	0
Not declared	98
Not Disabled	0
<b>Grand Total</b>	<b>98</b>

## APPLICANTS

### Applicants by Gender

Gender	Applicants
Female	3829
Male	4037
Not declared	48
Transgender	10
<b>Grand Total</b>	<b>7924</b>

### Applicants by Sexual Orientation

Sexual Orientation	Applicants
Bisexual	160
Gay Man	73
Gay Woman/Lesbian	55
Heterosexual	4200
Not declared	3189
Other	61
Prefer Not to say	186
<b>Grand Total</b>	<b>7924</b>

### Applicants by Religion

Religion/Belief	Applicants
Buddhist	11
Christian	1522
Hindu	54
Jewish	*
Muslim	143
No Religion or belief	2909
Not declared	3138
Other	25
Prefer not to say	113
Sikh	7
<b>Grand Total</b>	<b>7924</b>

### Applicants by Disability

Disabled?	Applicants
Disabled	527
Not declared	181
Not Disabled	7216
<b>Grand Total</b>	<b>7924</b>

### Applicants by Age

Age	Applicants
Under 21	578
21-30	2200
31-40	1986
41-50	1338
51-60	977
61-70	190
Over 70	*
Not declared	650
<b>Grand Total</b>	<b>7924</b>

# Integrated Impact Assessment Screening Form – Appendix D

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:

Equality Review Report 2021/22 – This report meets our duty to report on progress in 2021/22 meeting the Strategic Equality Objectives set out in the Strategic Equality Plan 2020/24.

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

	High Impact		Medium Impact		Low Impact		Needs further Investigation	No Impact
	+	-	+	-	+	-		
Children/young people (0-18)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Older people (50+)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Any other age group	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Future Generations (yet to be born)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Disability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Race (including refugees)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Asylum seekers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Gypsies & travellers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Religion or (non-)belief	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Sex	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Sexual Orientation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Gender reassignment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Welsh Language	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Poverty/social exclusion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Carers (inc. young carers)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Community cohesion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Marriage & civil partnership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Pregnancy and maternity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Human Rights	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

## Integrated Impact Assessment Screening Form – Appendix D

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

This report meets our duty to report on progress in 2021/22 meeting the Strategic Equality Objectives set out in the Strategic Equality Plan 2020/24 and is not relevant for 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** Will this initiative result in any changes needed to the external or internal website?

Yes

No

If yes, please provide details below

- 
- Q8** What is the cumulative impact of this proposal on people and/or communities when considering all the impacts identified within the screening and any other key decisions affecting similar groups/ service users made by the organisation?

(You may need to discuss this with your Service Head or Cabinet Member to consider more widely if this proposal will affect certain groups/ communities more adversely because of other decisions the organisation is making. For example, financial impact/poverty, withdrawal of multiple services and whether this is disadvantaging the same groups, e.g., disabled people, older people, single parents (who are mainly women), etc.)

## Integrated Impact Assessment Screening Form – Appendix D

**Outcome of Screening – This report meets our duty to report on progress in 2021/22 meeting the Strategic Equality Objectives set out in the Strategic Equality Plan 2020/24, so there is no direct impact on people or communities.**

**Q9 Please describe the outcome of your screening using the headings below:**

- **Summary of impacts identified and mitigation needed (Q2)**
- **Summary of involvement (Q3)**
- **WFG considerations (Q4)**
- **Any risks identified (Q5)**
- **Cumulative impact (Q7)**

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

**Full IIA to be completed**

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

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

<b>Screening completed by:</b>
<b>Name: R Rowlands</b>
<b>Job title: Strategic Delivery &amp; Performance Manager</b>
<b>Date: 12/10/22</b>
<b>Approval by Head of Service:</b>
<b>Name: Lee Wenham</b>
<b>Position: Head of Communications &amp; marketing</b>
<b>Date: 12/10/22</b>

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

# Agenda Item 11.



## Joint Report of the Cabinet Member for Investment, Regeneration & Tourism and the Cabinet Member for Corporate Service & Performance

Cabinet - 17 November 2022

### Disposal of Sports and Leisure Facilities under the Community Asset Transfer Policy

<b>Purpose:</b>	To approve in principle the transfer of assets of Sporting and Leisure facilities, including more broadly any recreational land and associated buildings to community organisations, clubs and associations in accordance with the Councils Community Asset Transfer Policy, at less than best value in order to enable investment, improvement and long-term sustainability.
<b>Policy Framework:</b>	Community Asset Transfer Policy 2021 Creating an Active and Healthy Swansea Land Transaction Procedure Rules Wellbeing of Future Generations Act
<b>Consultation:</b>	Legal, Finance, Property and Access to Services
<b>Recommendation(s):</b>	It is recommended that Cabinet:  1) Approves in principle the proposed transfers of the plots listed in 2.4 - Table 1 under the Council's Community Asset Transfer Policy 2021.  2) Delegates authority to the Director of Place to grant leases of up to a maximum of 125 years in relation to the plots listed in 2.4 -Table 1 to the proposed leaseholders for the intended reasons as indicated in the table, providing that the Head of Property Services has considered each of the proposed transfers under the Council's Land Transaction Procedure Rules and recommends approval of each transfer. The leases to be granted at less than best consideration in accordance with the Councils Community Asset Transfer Policy.  3) Delegates authority to the Head of Property Services to negotiate and settle the terms of the proposed leases (and thereafter any required Deeds of Variation) and authority is delegated to the Chief Legal Officer to finalise and enter into the legal documentation on behalf of the Council.

<b>Report Authors:</b>	Jamie Rewbridge/Lewis Hinds
<b>Finance Officer:</b>	Paul Roach
<b>Legal Officers:</b>	Sally Ann Evans/Debbie Smith
<b>Access to Services Officer:</b>	Rhian Millar

## 1. Introduction

- 1.1 The Council receives requests to lease sport and leisure facilities, including a non-exhaustive list of sports pitches, associated buildings for changing room space and wider community use. Such requests are typically from local clubs, associations, local democratic bodies and requested at peppercorn rent to enable investment under the Councils Community Asset Transfer Policy.
- 1.2 All transfers will create a mutual benefit to both the Council and the community by promoting social, economic or environmental wellbeing and supporting the aims and priorities of the Council. Under the proposals groups, clubs and associations (the “requester”) seek to undertake the management of the land and associated buildings to unlock and enable investment and local control and use by the primary user group(s). In a typical scenario, the requester is operated by constituted volunteer group, or more formally by trustees, or directors under differing governance models.
- 1.3 This report aims to identify and define approved asset transfer principles for disposal, and provide a list of sites and the proposed leaseholders to transfer to under the principles of the Councils Community Asset Transfer Policy. Each application will require approval from the relevant Head of Service, the Head of Property Services in consultation with the relevant Cabinet Member(s). If Cabinet grants approval in principle to the transfers set out in Table 1 below then the Head of Property Services will consider each individual transfer in accordance with the Council’s Land Transaction Procedure Rules.

## 2. Background

- 2.1 The Councils Community Asset Transfer Policy Scheme of Delegation as set out in Part 4.7 of the Constitution provides a framework and procedure for the letting of Council owned facilities to community or 3<sup>rd</sup> sector, not for profit groups to enable the improvement of and investment in Council services and facilities.
- 2.2 This policy has successfully facilitated a number of projects in recent years including but not limited to the leasing of Underhill Park enabling a multimillion-pound investment scheme; the leasing of 16 allotment sites enabling significant combined investment; lease of Waunarlwydd Park enabling investment in football facilities and site ground conditions.



Furthermore, leases to Mumbles Community Council to facilitate a new circa £500K project for a skatepark in Mumbles, and investment into three of Langland Tennis Courts and a lease at Coed Gwilym Park allowing the construction of a new community building.

2.3 The Council would like to continue the grant of such leases for future projects and to make the process more efficient and seeks Cabinet approval to apply the process to buildings and land identified in 2.4 -Table 1 that meet the relevant criteria underpinned by the Councils Community Asset Transfer Policy set out in Part 4.7 of the Constitution allows leases to be granted for up to a maximum of 125 years where appropriate, at less than best consideration. The term and rental (usually peppercorn) will be fully considered by the Head of Property Services after assessment in line with the agreed procedure.

2.4 A part of this report, it is proposed that the following sites listed in Table 1 are leased to the proposed leaseholder in accordance with the Councils Community Asset Transfer Policy;

Table 1

<u>Plot No.</u>	<u>Description of Land</u>	<u>Leaseholder and reason for proposed disposal</u>
<u>1</u>	Cricket pitches at Tir Canol, Morriston	Long leasehold disposal to Morriston Cricket Club to continue to improve and maintain facilities as use for cricket
<u>2</u>	Rugby Pitches at Tir Canol, Morriston	Long leasehold disposal to Morriston Rugby Club to continue to improve and maintain facilities as use for rugby
<u>3</u>	Coed Gwilym Park Boathouse / Heritage Centre at Coed Gwilym Park, Clydach	Long leasehold disposal to the Friends of Clydach Heritage Centre who have occupied the property via licence since 2011. This will allow them to invest in and improve the property.
<u>4</u>	Football Pitches Coed Gwilym Park, Clydach	Long leasehold disposal to Friends of Coed Gwilym to continue to improve facilities and take on long term maintenance for use for football in partnership with local football club(s)
<u>5</u>	Pentyla Playing Fields -The Ganges	Shorter term leasehold disposal to Rosehill Community Football Club to allow them to invest in and improve the area for the playing of Football and as a public green space. The FC currently self-manage the football pitches.

<u>6</u>	Ynystawe Park – Cricket and Football pitches and associated changing rooms	Long leasehold disposal to Ynystawe Cricket and Football Club to enable investment in and improvement of the pitch and changing facilities at Ynystawe Park. The club have been occupying and successfully managing the pitches under licence for 2 years.
<u>7</u>	Mumbles Bowls Green and Pavilion	Long leasehold to Mumbles Community Council to continue to improve facilities and formalise long term maintenance obligations in place with local the bowls club.
<u>8</u>	Ashlands/Banfields Playing Fields	Long leasehold disposal to Port Tenant Colts Football Club to enable investment into the facility. They have been successfully managing the facility since 2016.
<u>9</u>	Part of Oystermouth Woodland, Mumbles	Shorter Leasehold disposal to Mumbles Community Council to enable the improvement to the area's infrastructure. The area in question was previously improved by the Mumbles Development Trust but they are no longer able to maintain the area and have terminated their lease agreement. Mumbles Community Council have been occupying via licence for 2 years and are investing in the environmental infrastructure.
<u>10.</u>	Part of Clyne Gardens	Short Leasehold disposal to Coedenfach Community Tree Nursery for the growing of native species of trees from locally collected seeds using organic, peat free methods. This helps towards reaching the Councils Biodiversity goals.
<u>11.</u>	Halfway Park Football Pitch and Changing Rooms	Long leasehold disposal to Brynawel AFC to enable investment in and improvement of the pitch and changing facilities at Halfway Park. The club have been occupying and successfully managing the changing rooms under licence for 3 years. They have already made some

		improvements to the changing rooms and a longer lease will allow them to invest further.
--	--	--

### 3. Business Case and Due Diligence

- 3.1 As part of the requirement for any Community Asset Transfer, requestors will be required to accept a lease that assumes a full repairing and maintaining basis of the land/property, and ensuring a continuation of the service provision of the land and associated building(s), and this may also consider the construction of new or changes to the existing buildings, subject to planning approval and the relevant approval of a deed of variation to leases granted.
- 3.2 The successful implementation of any proposal and granting of long-term lease as detailed within a business plan from the requestor, will be approved by the relevant Head of Service and will seek to achieve the following benefits as a set of key principles;
- Community cohesion through the ownership, involvement and interest in local facilities.
  - Partnership working with the community in managing and safeguarding valuable community assets.
  - Investment in modern, fit for purpose facilities which the Council is not in a position to provide.
  - Increased access to local formal and informal sporting, cultural and recreational opportunities.
  - Access to funding opportunities not available to the Council
- 3.3 In the event that the Head of Service and relevant Cabinet Member cannot support the request principles, or the business plan provided by the requester is not acceptable or robust, the Council is not obliged to undertake Community Asset Transfers and the requester will be notified accordingly of the decision
- 3.4 If the request can be supported under the Council's Land Transaction Procedure Rules (LTPR), the Head of Property Services must be consulted. The latter will assess the status of the property, its tenure, open market value and potential for realisation of a capital receipt and liaise with the supporting department.
- 3.5 Property Services and Finance must be consulted prior to any decision to fully consider the financial implications of the Community Asset Transfer and to ensure it does not breach subsidy controls.
- 3.6 Legal, Financial and any possible Equality and Engagement Implications will also need to be considered and discussed at this stage.

- 3.7 In the event that any request is potentially contentious or requires detailed consultation due to a specific significance or any risks associated with the requester or to the Council, the relevant Head of Service will present another report to Cabinet detailing the specific considerations of the individual disposal.

#### **4. Integrated Assessment Implications**

- 4.1 The Council is subject to the Equality Act (Public Sector Equality Duty and the socio-economic duty), the Well-being of Future Generations (Wales) Act 2015 and the Welsh Language (Wales) Measure, and must in the exercise of their functions, have due regard to the need to:
- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Acts.
  - Advance equality of opportunity between people who share a protected characteristic and those who do not.
  - Foster good relations between people who share a protected characteristic and those who do not.
  - Deliver better outcomes for those people who experience socio-economic disadvantage
  - Consider opportunities for people to use the Welsh language
  - Treat the Welsh language no less favourably than English.
  - Ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs.
- 4.2 The Well-being of Future Generations (Wales) Act 2015 mandates that public bodies in Wales must carry out sustainable development. Sustainable development means the process of improving the economic, social, environmental and cultural well-being of Wales by taking action, in accordance with the sustainable development principle, aimed at achieving the 'well-being goals'.
- 4.3 Our Integrated Impact Assessment (IIA) process ensures we have paid due regard to the above. It also takes into account other key issues and priorities, such as poverty and social exclusion, community cohesion, carers, the United Nations Convention on the Rights of the Child (UNCRC) and Welsh language.
- 4.4 The IIA process takes into account the United Nation Convention on the Rights of the Child (UNCRC), which the Council has embedded into the Authority's Policy Framework. If the UNCRC is relevant to the report, it should be referred to in this section.
- 4.5 The IIA process must also provide 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.

- 4.6 In line with the Community Asset Transfer Policy and procedure, and as an outcome of any discussions with the Access to Services team, in respect of the individual site Community Asset Transfer disposal, as suggest in 3.6. it is recommended for each individual proposal that the IIA process is followed, as part of the Community Asset Transfer process and procedure. It will be a requirement of the procedure for the IIA process to be signed off by the Access To Services team prior to agreeing any terms with the requesting organisation.
- 4.7 An IIA Screening Form (Appendix A) has been completed with the agreed outcome that a full IIA report was not required for the principle of this Community Asset Transfer process to be applied as per the policy, subject to the IIA process being undertaken for each individual site contained in this report to ensure the following principles are adhered to;
- The transfer will enhance the facility provision to enable them to further develop opportunities for the local community.
  - Any change in provision or opportunities to use or access the site are fully considered within the business proposal and captured within the IIA process for the site.
  - Relevant local consultation has been undertaken by the requesting organisation on their proposal, with support from the local ward member. This may also include consultation undertaken to seek investment and funding opportunities and publication of their intentions through a number of formal and informal means.
- 4.8 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 / Property Implications**

- 5.1 The proposed lettings will generally be at a peppercorn rent, which will generally be at less than best consideration. However, given the nature of the proposed disposals listed within 2.4, the amount of undervalue is relatively low ranging from a few hundred to a few thousand pounds with the combined Market Value of all of the sites listed within Table 1- 2.4 is estimated to be in the region of £50,000 .
- 5.2 Agreement of a long-term lease to any requester would preclude the Council from the possibility of the future sale and capital receipts from this site and should be considered fully in line with the Community Asset Transfer policy and procedure and as per 3.5 of this report.
- 5.3 The Council is required to dispose of land for the best consideration reasonably obtainable in accordance with Section 123 of the Local Government Act 1972 and the Council's Land Transaction Procedure Rules.

- 5.4 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.
- 5.5 The Head of Property Services is satisfied in principle that the sites in 2.4 -Table 1 fall within the scope of the Council's Community Asset Policy and within the scope of the General Disposal Consent (Wales) Order 2003. Also that the transfers if approved will meet the objectives of the Well Being of Future Generations (Wales) Act 2015 and the Council's policy commitments of creating a Healthier Swansea.
- 5.6 In relation to each individual proposed transfer, the Head of Property Services will need to be satisfied that each disposal is in accordance with the Community Asset Transfer 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.
- 5.7 There will be no additional long-term revenue or capital financial commitment required by the Council for any new facilities provided at any site agreed to be disposed of under the policy, as this will be the responsibility of the requester from the start date of the lease until its determination.
- 5.8 The Council will receive, review and validate a business case from the requester, which includes their form of organisation and the proposed community benefits that any transfer will achieve in line with the Community Asset Transfer Policy,
- 5.9 Any loss in revenue from sports pitch permits or event hires of the open space, land or buildings will be captured within the overall business case, and as a principle will be fully offset with the reduced cost of maintenance and repairs of any associated facilities. The relevant Director(s) supported by the S151 Officer will determine whether it is appropriate to adjust internal Council budgets to reflect the loss in revenue/income in one cost centre, to be offset against through savings in another cost centre.

## **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 these proposed disposals. 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.

- 6.2 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.
- 6.3 There are specific powers and requirements for the disposal of land held by a local authority for planning purposes, housing, allotments, open space and school playing fields.
- 6.4 Where the land is deemed open space, the Council is required under s123 to advertise the disposal of the land in the local newspaper for two consecutive weeks and to give full and proper consideration to any objections. The key issue for the Council is to balance any adverse consequences of the loss of open space, having regard to the objections received, against the advantages of disposing of the land.
- 6.5 Following the publishing of open space notice and where no objections are received, the Community Asset Transfer Policy and Procedure will be followed, along with the principles set out within this report. Where objections are received, the relevant Director in consultation with Head of Service and Cabinet Member will determine the appropriate reporting route to fully consider any objections, with the key issue for the Council to balance any adverse consequences of the loss of open space, having regard to the objections received, against the advantages of disposing of the land.
- 6.6 In order to dispose of land which is currently playing fields the local authority must comply with The Playing Fields (Community Involvement in Disposal Decisions) (Wales) Regulations 2015. The Council must before making a decision to dispose of a playing field, or any part of a playing field, publish on two consecutive weeks in at least one local newspaper a notice of the disposal and display a copy in at least one place on or near the playing field to which the disposal relates, and, in any event, at each official entrance to the playing field, for not less than 6 weeks. Copies of the notice and details of the disposal also need to be sent to a number of organisations as set out in the regulations.

*The requirements contained in the regulations do not apply where:*

- The proposed decision to dispose relates to the grant of an interest in the playing field, or any part of the playing field, that does not have an adverse

impact on the use of the playing field as a sports or recreational facility by the public;

- The playing field is to be retained as a sports or recreational facility for use by the public and the disposal is to be made to a local authority or a body whose aims or objectives include the promotion of sporting or recreational activities.

6.7 Where 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 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).

6.8 The lease documentation will contain all the relevant provisions to protect the Council's interest.

**Background Papers:** None

**Appendices:**

Appendix A - IIA Screening Form

Appendix B - Site Plans



# 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:

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
- 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:

This initiative aims to identify and define approved asset transfer principles for disposal, and provide a list of sites and the proposed leaseholders to transfer to under the principles of the Councils Community Asset Transfer Policy. Each application will require approval from the relevant Head of Service, the Head of Property Services in consultation with the relevant Cabinet Member(s).

The Council receives requests to lease sport and leisure facilities, including a non-exhaustive list of sports pitches, associated buildings for changing room space and wider community use. Such requests are typically from local clubs, associations, local democratic bodies and requested at peppercorn rent to enable investment under the Councils Community Asset Transfer Policy. All transfers will create a mutual benefit to both the Council and the Community by promoting social, economic or environmental wellbeing and supporting the aims and priorities of the Authority. Under the proposals groups, clubs and associations (Requester) seek to undertake the management of the land and associated buildings to unlock and enable investment and local control and use by the primary user group(s). In a usual scenario the requester is operated by constituted volunteer group, or more formally by trustees, or directors under differing governance models.

### 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 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"/>
Disability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## Integrated Impact Assessment Screening Form – Appendix A

Race (including refugees)	<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 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"/>
Religion or (non-)belief	<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 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"/>
Gender reassignment	<input 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 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 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"/>
Community cohesion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Marriage & civil partnership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input 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"/>

**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 ‘Requesters’ has taken place at site visits, initial meetings to discuss working arrangement and support with funding opportunities.

Requesters complete Expression of Interest form, which requires details on community consultation and partnership working with local stakeholders. Guidance from Swansea Council on the consultation process, will be available.

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

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

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

High risk

Medium risk

Low risk

## Integrated Impact Assessment Screening Form – Appendix A

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

Yes

No

If yes, please provide details below

Parks  
Nature Conservation  
Play Sufficiency  
Sports Development

**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.)*

Increasing the number of asset transfers offers community organisations the scope to develop and improve sites, by accessing funding which is unavailable to the Council. This model fosters community engagement and empowers volunteers to lead localised projects. In accordance with the CAT Policy, all asset transfers will create a mutual benefit to both the Council and the Community by promoting social, economic or environmental wellbeing and supporting the aims and priorities of the Council.

This proposal will not affect any groups/communities adversely, on the contrary it will address immediate needs expressed by the Requesters, by offering increased opportunities for engagement and improved facilities for all. The proposal also offers a sustainable approach to increasing participation in local decision-making, through the collaboration of local community groups in the day-to-day running of the listed sites. This model places the well-being of local people at the heart of the decision-making process and focusses on ways in which to enhance the listed sites for future generations.

Ongoing support will be provided to the Requesters via Cultural Services, to ensure that the community organisations encourage usage by groups of all protected characteristics, promoting access for all; community cohesion; sports and leisure opportunities; play; physical recreation; well-being and environmental initiatives.

### 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.

(Q3) Requesters have consulted with their communities and listed key partners and stakeholders within the Expression of Interest forms.

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

## Integrated Impact Assessment Screening Form – Appendix A

(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 needs expressed by the Requesters by offering increased opportunities for engagement and improved facilities for all. It will also provide a sustainable model for future community development across Swansea.

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

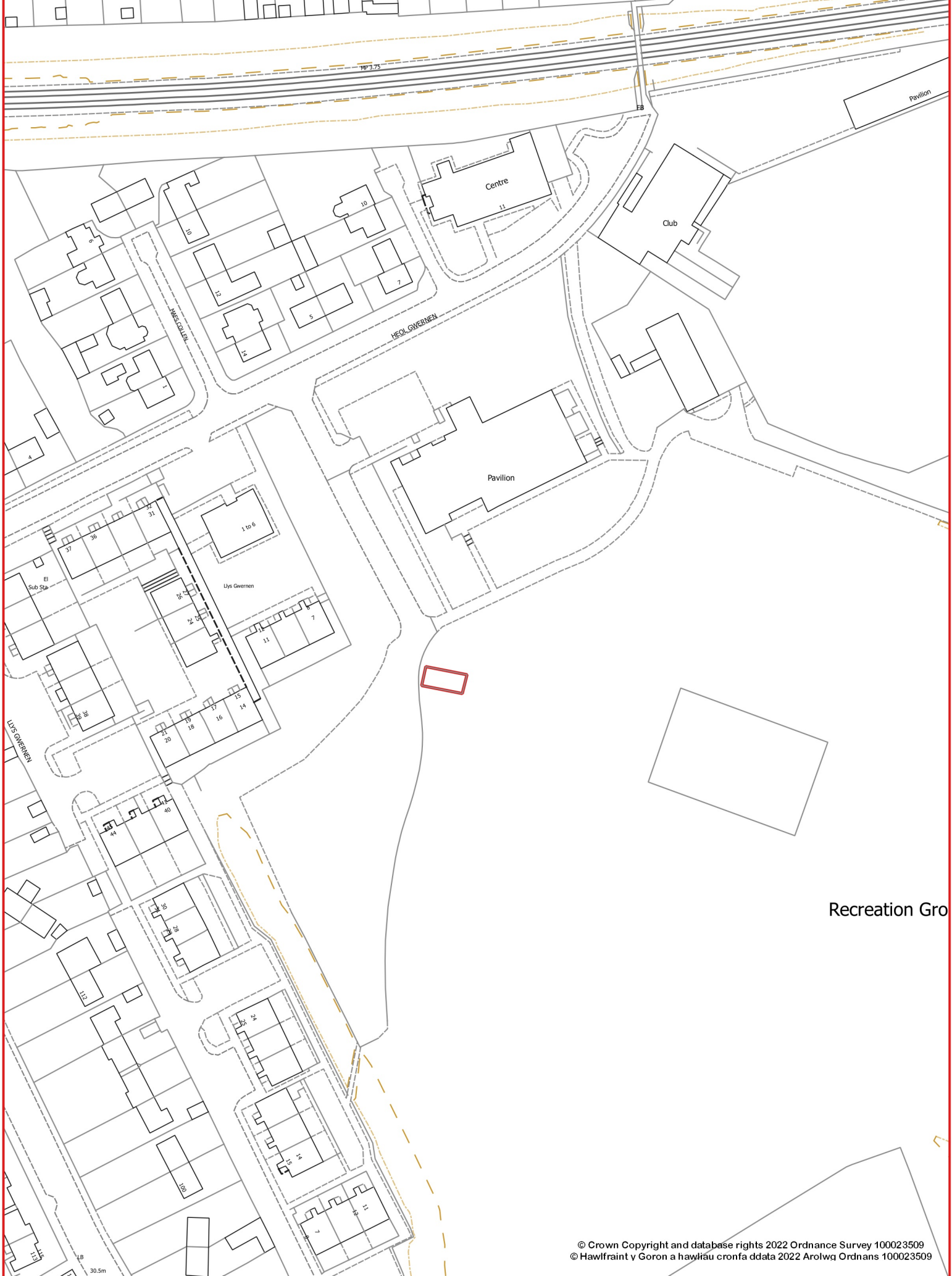
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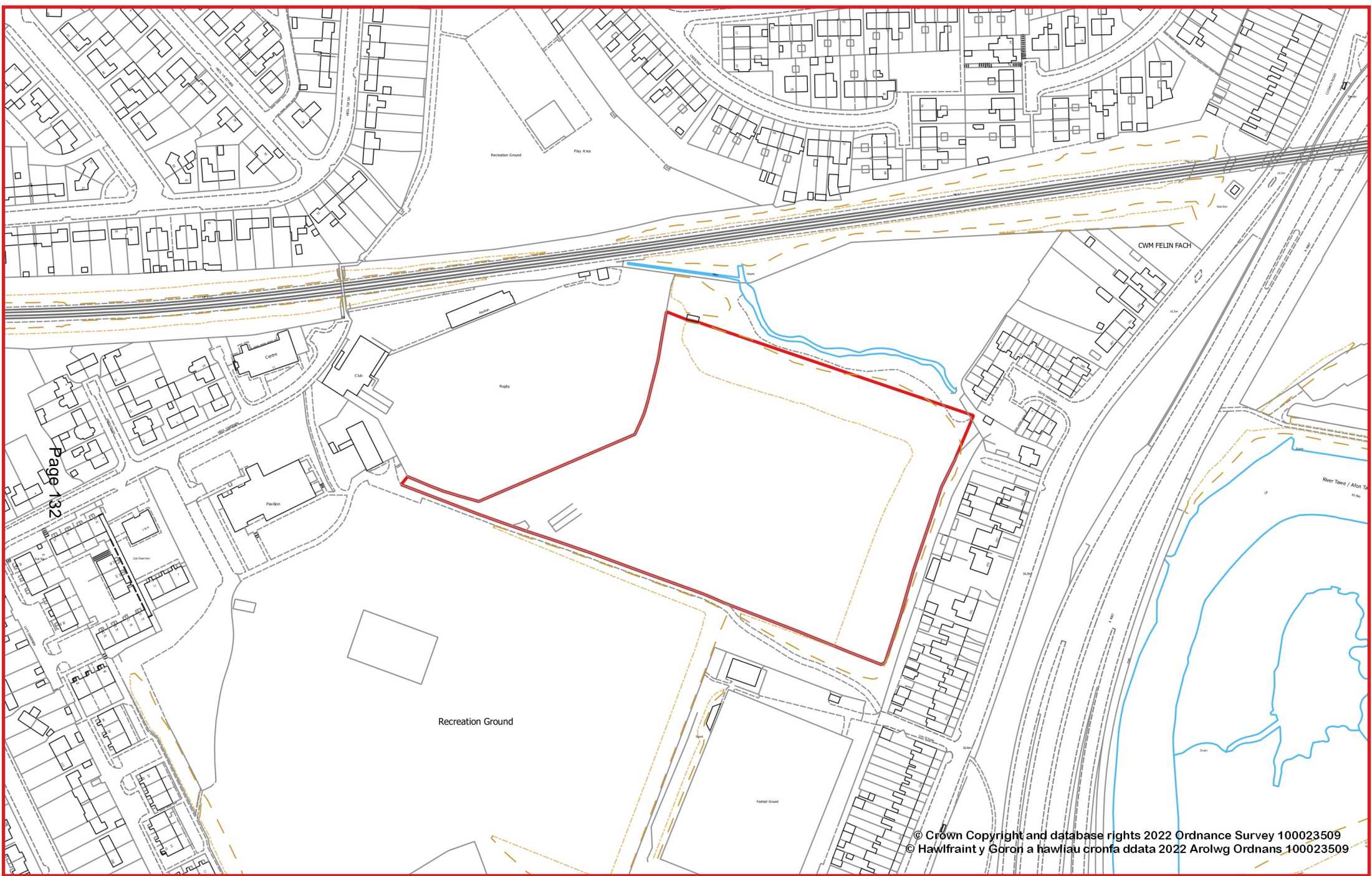
Do not complete IIA – please ensure you have provided the relevant information above to support this outcome

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

<b>Screening completed by:</b>
<b>Name: Gemma Bevan</b>
<b>Job title: Community Initiative Coordinator</b>
<b>Date: 18 Oct 2022</b>
<b>Approval by Head of Service:</b>
<b>Name: Tracey McNulty</b>
<b>Position: HOS Cultural Services</b>
<b>Date: 24-10-22</b>

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





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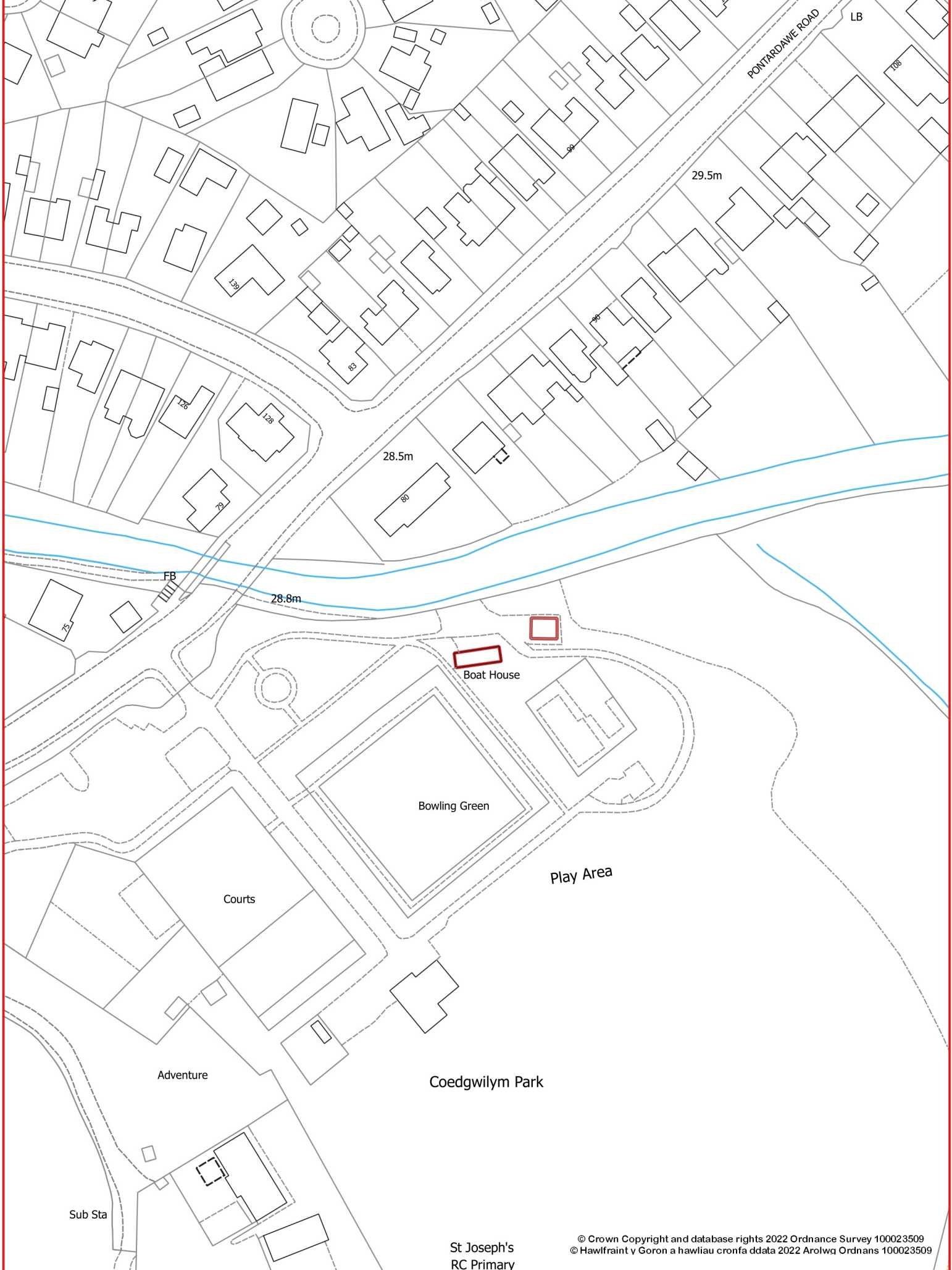
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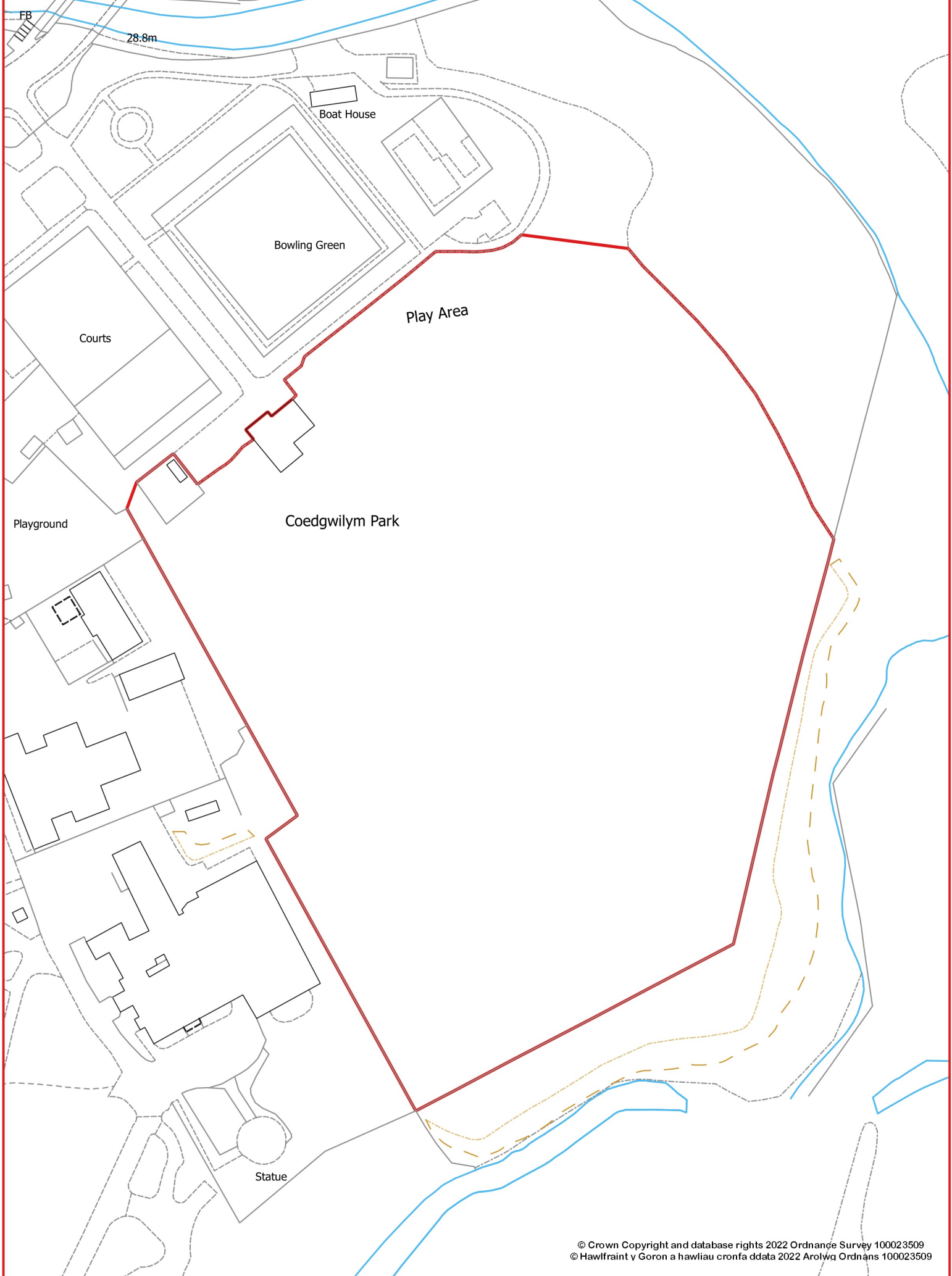
Appendix B - Plan 2  
Part of Tir Canol Playing Fields, Morrison



SCALE 1:2,500 @ A4



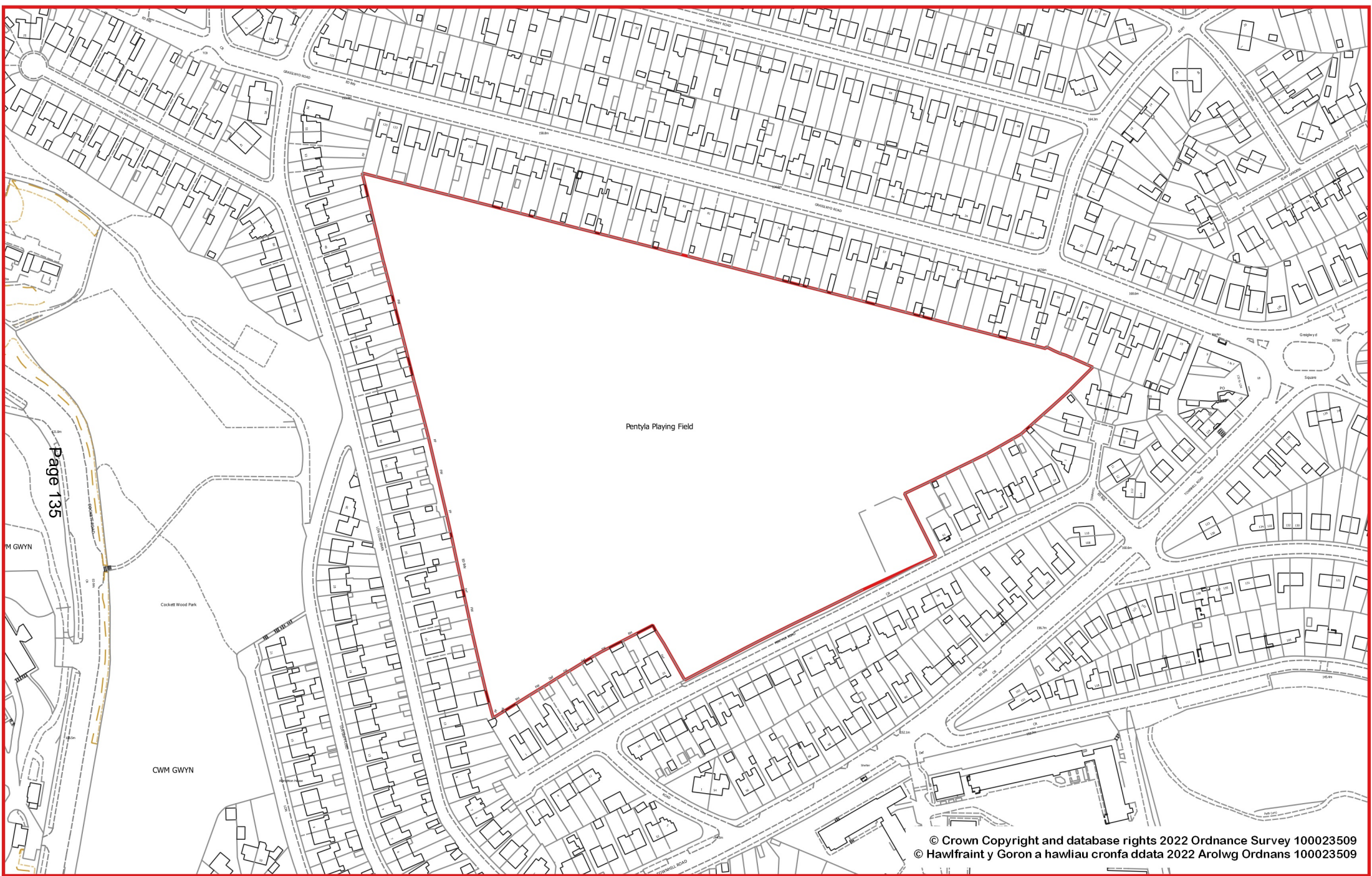




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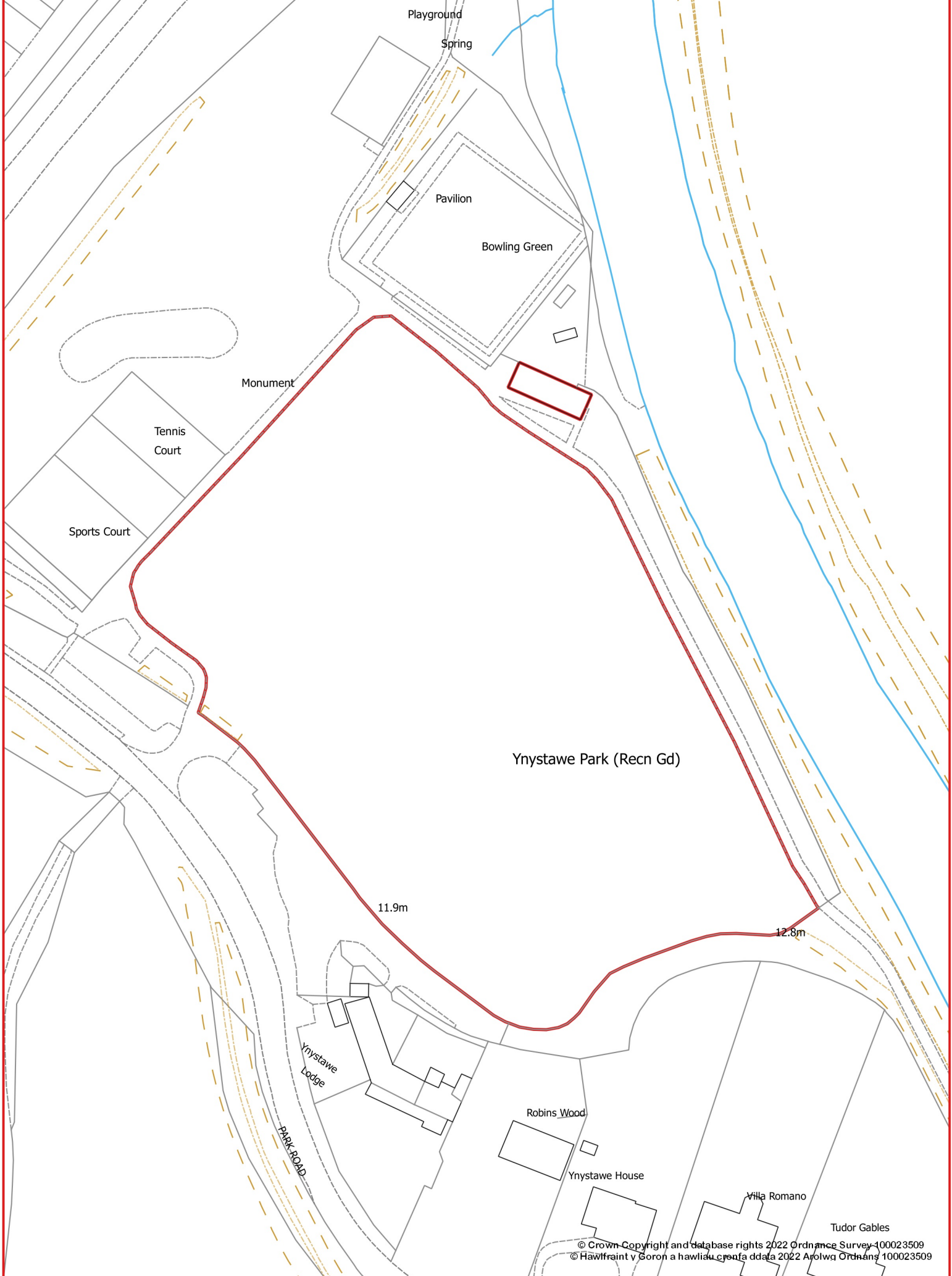
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Appendix B - Plan 5  
**Pentyla Playing Fields - Lease to Rosehill Football Club Friends of Pentyla**



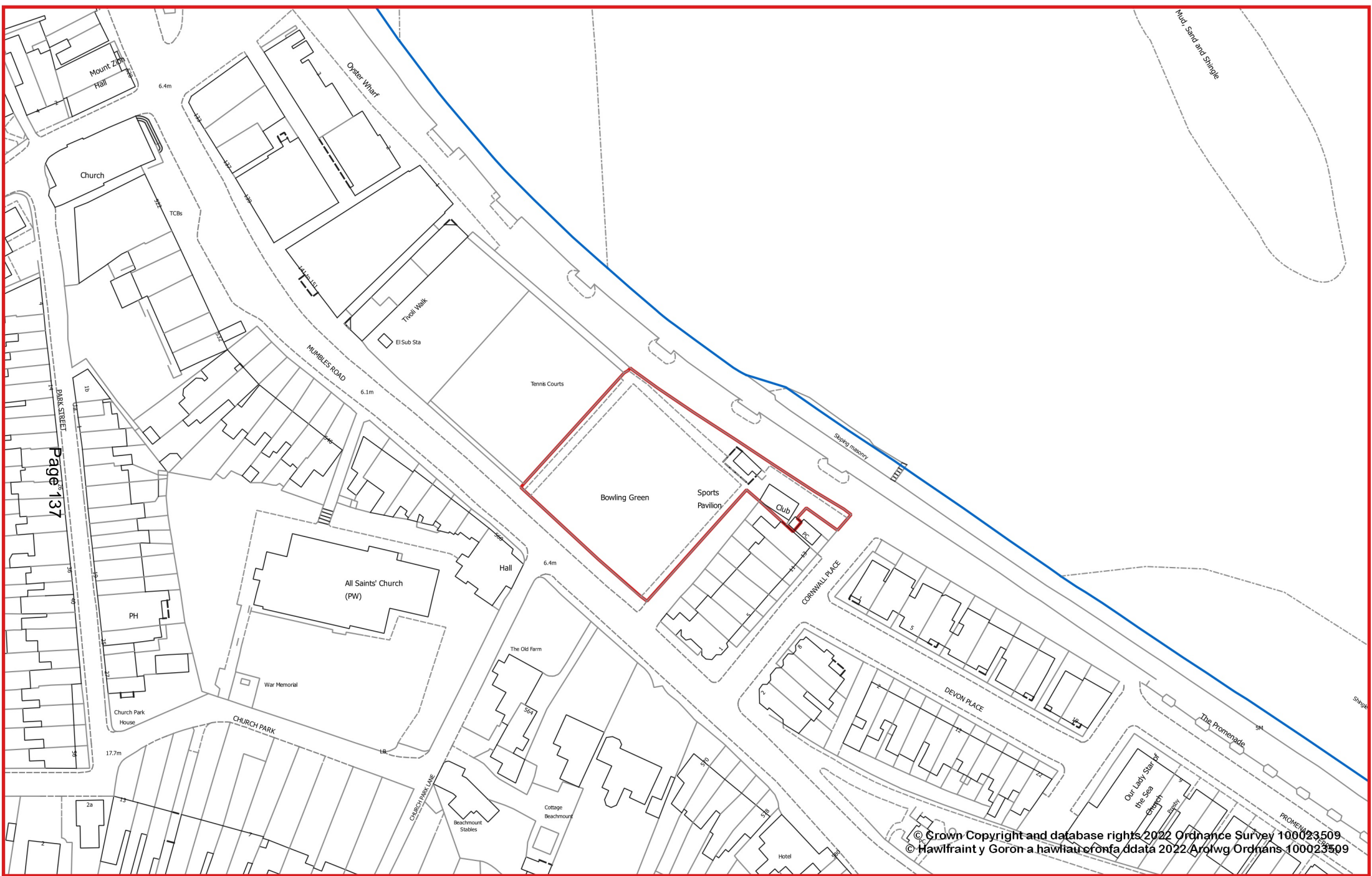
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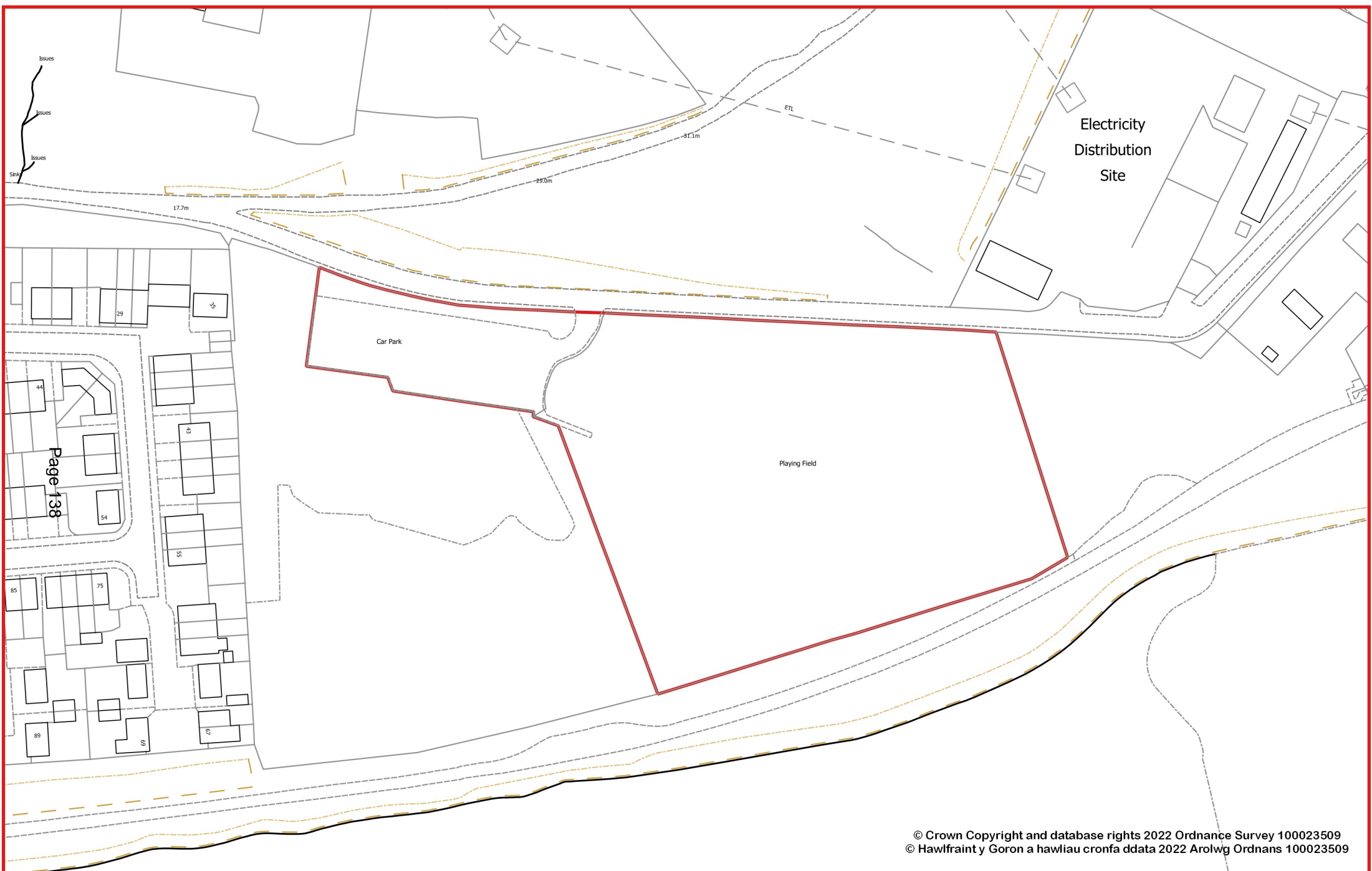
### Appendix B - Plan 7

## Mumbles Bows Green - Letting to Mumbles Community Council



SCALE 1:1,250 @ A4





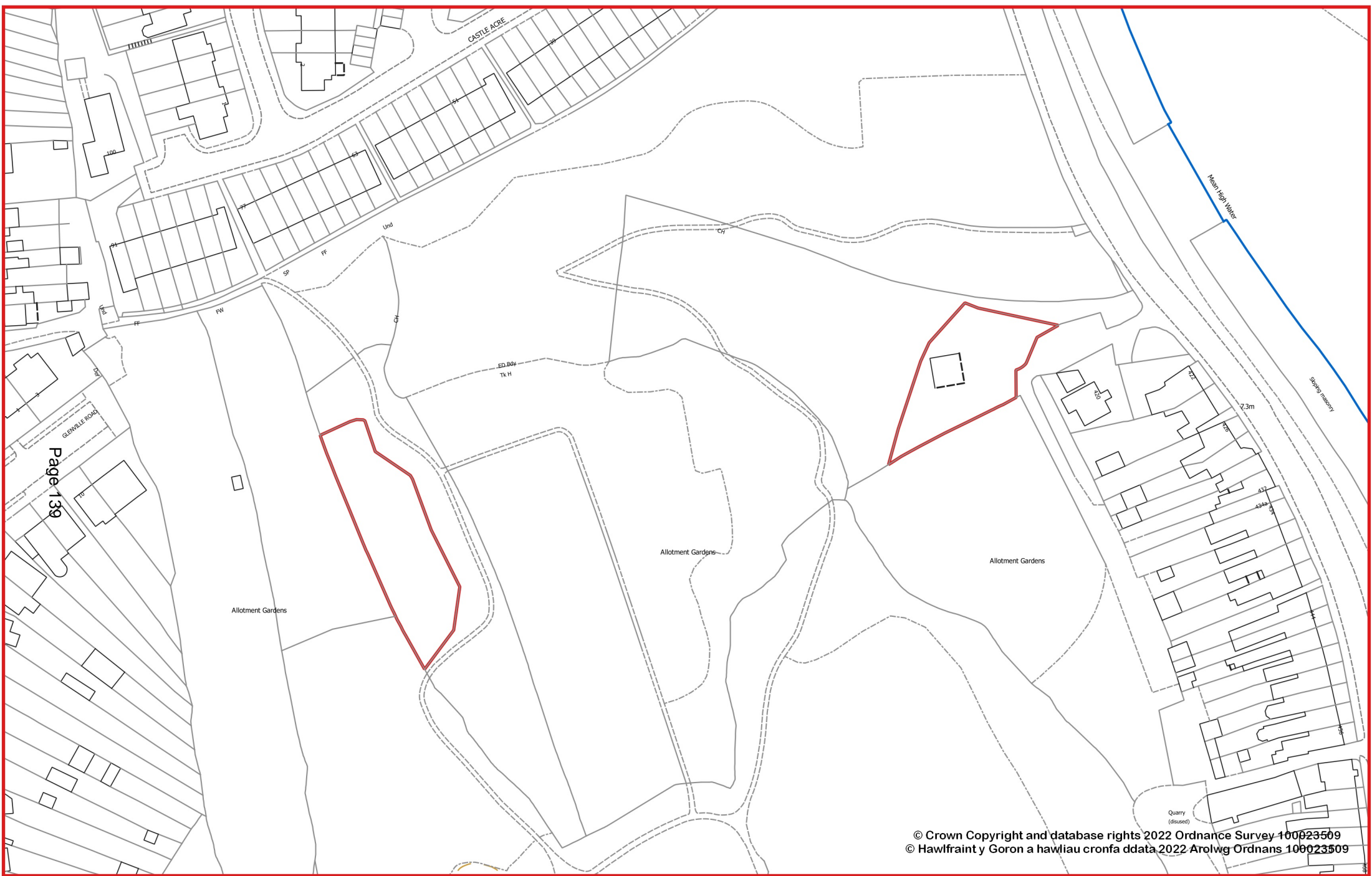
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appendix B - Plan 8  
**ASHLAND BANFIELD - LETTING TO PORT TENNANT COLTS**



SCALE 1:1,250 @ A4





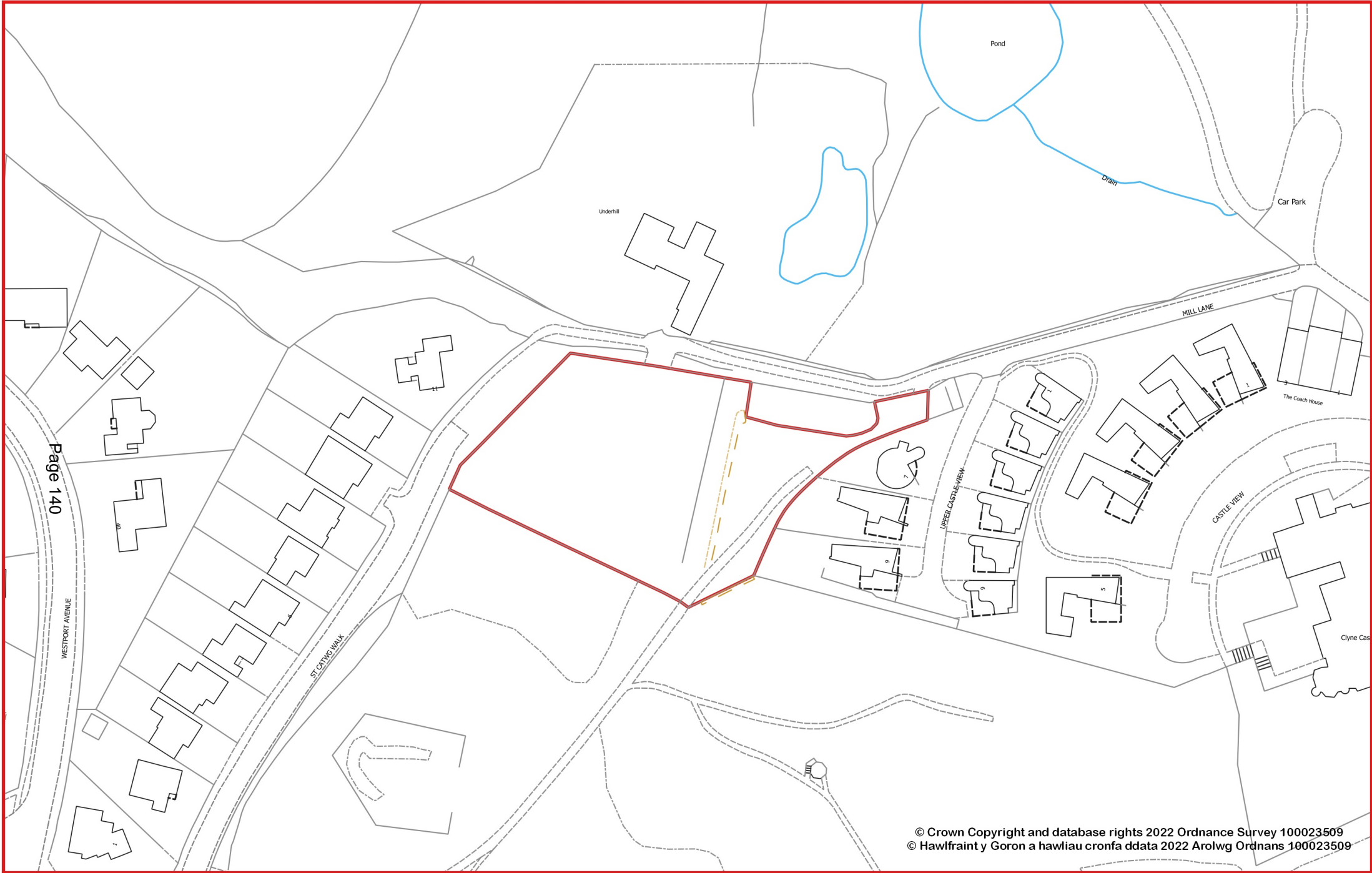
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### Appendix B - Plan 9 Land at Oystermouth Woodland

SCALE 1:1,250 @ A4



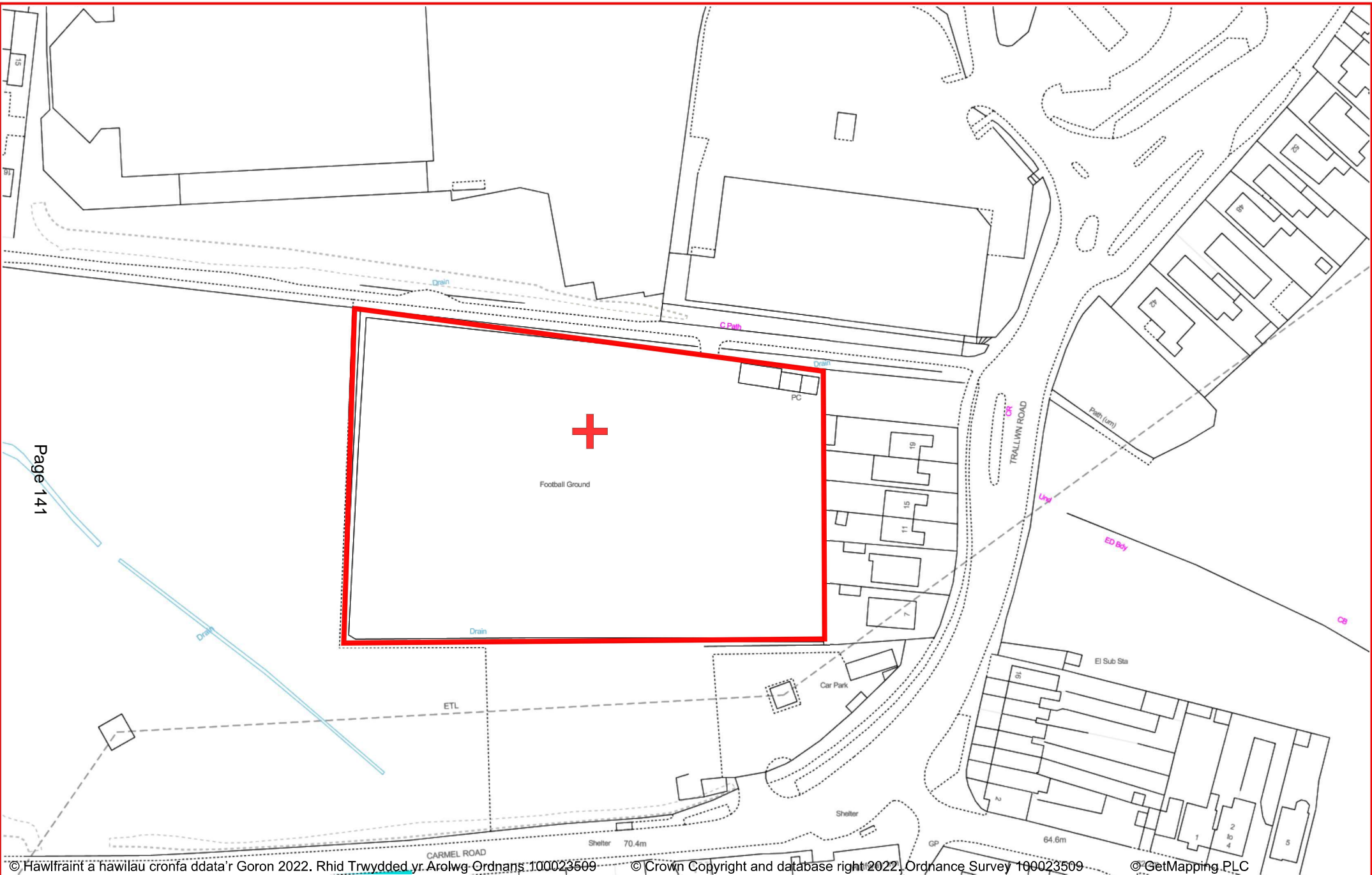


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Appendix B - Plan 10  
**Lease of Part of Clyne Gardens to Coeden Fach**

SCALE 1:1,250 @ A4





# Agenda Item 12.



## Report of the Cabinet Member for Investment, Regeneration & Tourism

Cabinet – 17 November 2022

### Communities Renewal Fund

<b>Purpose:</b>	To outline the successful outcome of a grant submission by the Council to the UK Community Renewal Fund for the sum of £2,471,029 in revenue grant for the period November 2021 to December 2022. To comply with Financial Procedure Rule No.5 (Budgetary Control) - to monitor and control revenue budgets effectively.
<b>Policy Framework:</b>	<ul style="list-style-type: none"><li>• Swansea Bay City Region Economic Regeneration Strategy.</li></ul>
<b>Consultation:</b>	Access to Services, Finance, Legal.
<b>Recommendation(s):</b>	It is recommended that:  1) The grant application as detailed together with the financial implications that have been submitted and approved by the UK Government is noted. Approval is given to accept Communities Renewal Fund Grant Award Letter which is revenue grant Nov 21 – Dec 2022 for £2,471,029.
<b>Report Author:</b>	Lukasz Dymarkowski
<b>Finance Officer:</b>	Aimee Dyer
<b>Legal Officer:</b>	Pamela Milford
<b>Access to Services Officer:</b>	Rhian Millar

#### 1.0 Introduction

- 1.1 This report provides background information on the successful outcome of application submitted by Swansea Council. The UK Community Renewal Fund (UKCRF) was announced in the government budget on 3 March 2021. It will provide £220 million additional funding to help places across the UK prepare for the introduction of the UK Shared Prosperity Fund. The UK Community Renewal Fund aims to support people and communities



most in need across the UK, creating opportunities to trial new approaches and innovative ideas at the local level. Through this Fund, UK Government aims to strengthen the relationship between government and places across the UK. To nurture innovative thinking and offer flexibility, projects may align with one, or deliver across several, of the following investment priorities:

- Investment in skills
- Investment for local business
- Investment in communities and place
- Supporting people into employment

- 1.2 At a local level fund, funding is focussed around assisting voluntary / community organisations in creating opportunities and trialling new approaches and innovative ideas in Swansea area.
- 1.3 Swansea Council as a Lead Authority invited project proposals from a range of local applicants, including local district councils, voluntary and community sector organisations and local education providers including universities.
- 1.4 Swansea Council has ensured that all applicants are assessed in the same way and that any conflicts of interest are avoided or appropriately managed e.g. where the Swansea Council is an applicant the staff involved in the development of that project must not be involved in the assessment of projects or have access to any information that is not available to other applicants.
- 1.5 Following initial review Swansea Council shortlisted the projects and submitted them to UK government for assessment and approval.
- 1.6 Each local authority's allocation was capped at £3m with the Council supporting a range of projects by theme and size, but applicants were encouraged to maximise impact and deliverability through larger projects (£500,000+) where this is possible.

## **2.0 CRF Schemes in Swansea**

- 2.1 Back in November 21 the Council received confirmation that a total of 9 projects had been approved for funding as part of UK Government's Community Renewal Fund. In April 2022, the Council received confirmation that the funding period had been extended from 30<sup>th</sup> June to the 31<sup>st</sup> December 2022. These are:
  - **Co-work Local (Swansea) - Town Square Spaces Ltd.** Co-Work Local will provide a platform, and support package, to link up co-workers with hosts of co-working spaces. It will enable a long-term cultural shift towards more people working closer to home, and revitalise our communities, protect our environment, and strengthen our foundational economy.
  - **Pathways to Work - Swansea Council** - This project will provide employability support using multiple partners who will bring different

specialisms to provide a cohesive approach. Piloting a new approach for local employability provision with multiple partners, to address current gaps in provision and provide a co-ordinated approach and more holistic support offer. The project will create employment pathways with Pre-engagement, Employability, skills and placements activity.

- **Time to Learn and Work The Centre for African Entrepreneurship** The project will support BAME individuals to get into education, employment or self-employment, reduce barriers, and tackle loneliness and isolation. The project will focus on those groups that face additional barriers i.e. refugees, asylum seekers, ex-offenders, disengaged young people and women, language barriers, mental health.
- **Enterprise Swansea Business In Focus Ltd** The project will support people in to self-employment, building skills/confidence. It will invest in digital, employability and entrepreneurial skills, also supporting newly-established microbusinesses. Tailored specifically for economically inactive and unemployed individuals it supplements mainstream provision, working closely with community partners.
- **Dragon Energy Island - Swansea Bay Tidal Lagoon - Swansea Council** Dragon Energy Island utilises the natural tidal energy production opportunity in Swansea to deliver a world leading integrated renewable energy hub. Funding was requested for a detailed feasibility study up to Outline Business Case. This will progress the project in readiness to issue a formal procurement process.
- **Swansea Business Support and Green Recovery Swansea Council** Moving out of Covid and looking to the future, Swansea is focussed on a green and sustainable future. With sustainability at its heart, this project encompasses a range of actions to: support new business; grow SME businesses; develop new sectors and provide visibility for their businesses.
- **Penderi Green Regeneration Pobl Group** Local partners will lead a programme of activities to improve regeneration decision making and engage local people in Penderi. It will create a showcase for green energy technology, green infrastructure and food growing. Deliver practical, community-based, GI improvement activity, learning and events. Bring lifelong learning opportunities directly into communities
- **Community led Sustainable Transport Solutions - Investing in Communities and Place SCVS (Swansea Council for Voluntary Service)** Delivery of activities to strengthen sustainable transport and active travel in Swansea, focussing on what communities can do for themselves to solve travel and transport challenges. It will address social isolation, promote community cohesion, enable better access to services and employment, improve health and wellbeing, and tackle the decarbonisation imperative
- **People with Disabilities Employability and Enterprise Project (Swansea Project) Walsingham Support.** The People with Disabilities Employability and Enterprise Programme will introduce participants to the world of work and improve their employability through: an employability skills development programme; internship job tasters and job experience in a community enterprise setting; and progression to further learning, training and (supported/ unsupported) employment with local employers.

Please note that due to operational issues this project has decided not to proceed with the delivery of the scheme.

### **3.0 Application of the scheme in Swansea**

- 3.1 The UK Community Renewal Fund will provide Swansea Council with funding to be used towards the costs incurred in managing Fund awards. A flat rate of 1.33% of the value of the UK Community Renewal Fund spent by each project may be used by Swansea Council for the costs incurred in managing Fund awards. This forms part of the £3m maximum available per place.
- 3.2 To ensure that funding is used solely for the purposes for which it was awarded and minimise the risk of fraud at all stages of the grant cycle the Council has established appropriate and proportionate systems and processes (including addressing any potential conflicts of interest) to:
- manage payments to project deliverers
  - monitor performance of project deliverers
  - ensure that money has been spent in line with the funding agreement
- 3.3 Swansea Council has established a monitoring process to identify possible weaknesses or risks in the delivery of projects and provide for corrective action to be taken. This may include checking claims and progress reports, testing samples of expenditure, and or undertaking monitoring visits (on-site or remotely). These processes are proportionate to the scale and complexity of and risk attached to projects.
- 3.4 Payments to project deliverers will be supported by a grant claim from the project deliverers that sets out the amount of total expenditure incurred and the amount being requested from the Lead Authority. The Council will undertake a reconciliation at the end of the project to ensure that there is no over or underspend.

### **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.
- 4.2 The Well-being of Future Generations (Wales) Act 2015 mandates that public bodies in Wales must carry out sustainable development. Sustainable development means the process of improving the economic, social, environmental and cultural well-being of Wales by taking action, in accordance with the sustainable development principle, aimed at achieving the 'well-being goals'.
- 4.3 Our Integrated Impact Assessment (IIA) process ensures we have paid due regard to the above. It also takes into account other key issues and priorities, such as poverty and social exclusion, community cohesion, carers, the United Nations Convention on the Rights of the Child (UNCRC) and Welsh language.
- 4.4 In order to comply with the relevant equality regulations, an Integrated Impact Assessment Screening Form has been completed. Whilst this assessment concludes that no full report is required, it is the projects intention to engage positively and realistically as possibly. Currently engagement with statutory bodies is underway, including all Project Deliverers.
- 4.5 Internal projects are fully compliant with the Well-being of Future Generations (Wales) Act 2015. The project objectives align with the Council's obligation to act in a sustainable way and the examples of public and private sector investment demonstrate compliance with the 5 Ways of Working promoted by the Act and will make a significant contribution to the 7 well-being goals.
- 4.6 Each scheme will be subject to its own IIA assessment

## **5.0 Financial Implications**

- 5.1 The Communities Renewal Fund Grant Award to Swansea Council, funded by the Secretary of State for Levelling up, Housing and Communities amounts to £2,471,029 of revenue grant for the period Nov 21 – Dec 2022.
- 5.2 The resources required to monitor and manage Project Deliverers and submit claims to UK Government will be met by existing officers time within the Economic Development and External Funding Team.
- 5.3 UK Community Renewal Fund expenditure incurred through procurements by public sector bodies is governed by UK procurement regulations. The Council has put in place appropriate and proportionate controls to ensure that procurement undertaken by non-public sector project deliverers or beneficiaries represents value for money and minimises the risk of fraud.

- 5.4 The Council will monitor the expenditure incurred under each UK Community Renewal Fund project and will be required to report on each project as part of progress reports to the Secretary of State.
- 5.5 The Council will receive stated 1.33% management fee amount as listed in the CRF Funding Agreement, even if an individual project does not achieve its full spend.
- 5.6 Details of the proposed expenditure are shown in the financial summary which is included as Appendix 2 to this report. Match Funding by CCS is required for two of the projects – Dragon Energy Island £50,000 and Swansea Business Support and Green Recovery £56,450. The £106,450 has been met from existing revenue budgets.
- 5.7 UK Community Renewal Fund will be paid to Lead Authorities in two tranches – 62.5% on commencement, and the balance on completion.
- 5.8 All works must be completed by 31<sup>st</sup> of December 22 and the last claim needs to be submitted to UK Government by 31 of Jan 2023.

## **6.0 Legal Implications**

- 6.1 As the accountable body for UK Community Renewal Fund expenditure Swansea Council is responsible for establishing appropriate funding agreements with each project deliverer (including in relation to projects that are delivered solely by the Council) to ensure appropriate financial governance and compliance with the grant conditions agreed between Swansea Council and the Secretary of State.
- 6.2 The Council will need to comply with the terms and conditions attached to the grant funding offer letter.
- 6.3 All contracts for works, goods and services necessary to deliver Swansea Council projects will be procured in accordance with the Council's Contract Procedure Rules

**Background Papers:** None

### **Appendices:**

Appendix 1 – IIA Screening Form

Appendix 2 – Financial breakdown

# Integrated Impact Assessment Screening Form – Appendix 1

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

## Which service area and directorate are you from?

Service Area: Planning and City Regeneration

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:

The UK Community Renewal Fund (UKCRF) was announced in the government budget on 3 March 2021. It will provide £2,47 million additional funding to help places across the Swansea Council prepare for the introduction of the UK Shared Prosperity Fund. The UK Community Renewal Fund aims to support people and communities most in need across the UK, creating opportunities to trial new approaches and innovative ideas at the local level. The following schemes have been approved:

- **Cowork Local (Swansea) - Town Square Spaces Ltd.** Co-Work Local will provide a platform, and support package, to link up co-workers with hosts of co-working spaces. It will enable a long-term cultural shift towards more people working closer to home, and revitalise our communities, protect our environment, and strengthen our foundational economy.
- **Pathways to Work - Swansea Council** - This project will provide employability support using multiple partners who will bring different specialisms to provide a cohesive approach. Piloting a new approach for local employability provision with multiple partners, to address current gaps in provision and provide a co-ordinated approach and more holistic support offer. The project will create employment pathways with Pre-engagement, Employability, skills and placements activity.
- **Time to Learn and Work The Centre for African Entrepreneurship** The project will support BAME individuals to get into education, employment or self-employment, reduce barriers, and tackle loneliness and isolation. The project will focus on those groups that face additional barriers i.e. refugees, asylum seekers, ex-offenders, disengaged young people and women, language barriers, mental health.
- **Enterprise Swansea Business In Focus Ltd** The project will support people in to self-employment, building skills/confidence. It will invest in digital, employability and entrepreneurial skills, also supporting newly-established microbusinesses. Tailored specifically for economically inactive and unemployed individuals it supplements mainstream provision, working closely with community partners.

# Integrated Impact Assessment Screening Form – Appendix 1

- **Dragon Energy Island - Swansea Bay Tidal Lagoon - Swansea Council** Dragon Energy Island utilises the natural tidal energy production opportunity in Swansea to deliver a world leading integrated renewable energy hub. Funding was requested for a detailed feasibility study up to Outline Business Case. This will progress the project in readiness to issue a formal procurement process.
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- **Community led Sustainable Transport Solutions - Investing in Communities and Place SCVS (Swansea Council for Voluntary Service)** Delivery of activities to strengthen sustainable transport and active travel in Swansea, focussing on what communities can do for themselves to solve travel and transport challenges. It will address social isolation, promote community cohesion, enable better access to services and employment, improve health and wellbeing, and tackle the decarbonisation imperative
- **People with Disabilities Employability and Enterprise Project (Swansea Project) Walsingham Support.** The People with Disabilities Employability and Enterprise Programme will introduce participants to the world of work and improve their employability through: an employability skills development programme; internship job tasters and job experience in a community enterprise setting; and progression to further learning, training and (supported/ unsupported) employment with local employers. Please note that due to operational issues this project has decided not to proceed with the delivery of the scheme.

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

# Integrated Impact Assessment Screening Form – Appendix 1

- 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 Council invited number of bids from a range of Project Applicants, including but not limited to universities, voluntary and community sector organisations, and umbrella business groups. We've undertaken constructive engagement with local partners, including but not limited to lower tier local authorities and elected representatives, and other public, private and third sector organisations. We're collaborating with other Lead Authorities or partners across the UK where relevant – for example to promote cross-border project opportunities that address needs in common or achieve efficient delivery scale.

- 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.)*

The government has launched the UK Community Renewal Fund (UKCRF) which has £220 million to invest across the UK. It will help to shape the UK Shared Prosperity Fund which will replace EU Structural and Investment Funds in the future. This Fund will support people and communities most in need across the Swansea City pilot programmes and new approaches and



# Integrated Impact Assessment Screening Form – Appendix 1

will invest in skills, community and place, local business, and supporting people into employment.

## 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 Community Renewal Fund will pilot new programmes that invest in people, boost skills and support local business – to build more communities that people are proud to call home.

Many of the successful projects are also supporting UK's path to net zero carbon emissions, giving businesses creating clean technology a boost and ensuring that jobs are future proof. For example, £127,000 will encourage sustainable and inclusive transport solutions in Swansea, helping to reduce car use and address air pollution.

Whilst this assessment concludes that no full report is required, it is the projects intention to engage positively and realistically as possibly. Currently engagement with statutory bodies is underway, including all Project Deliverers. Consultation with stakeholders both internal and external have been undertaken with further engagement to continue further along the process.

Internal projects are fully compliant with the Well-being of Future Generations (Wales) Act 2015. The project objectives align with the Council's obligation to act in a sustainable way and the examples of public and private sector investment demonstrate compliance with the 5 Ways of Working promoted by the Act and will make a significant contribution to the 7 well-being goals.

Each scheme will be subject to its own IIA process.

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

Full IIA to be completed

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

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

<b>Screening completed by:</b>
<b>Name: Lukasz Dymarkowski</b>
<b>Job title: External Funding Programme Officer</b>
<b>Date: 17/01/2022</b>
<b>Approval by Head of Service:</b>
<b>Name:</b>
<b>Position:</b>
<b>Date:</b>

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



# Agenda Item 13.



## Report of the Cabinet Member for Investment, Regeneration & Tourism

Cabinet – 17 November 2022

### Leisure Partnerships - Financial Support 2022/2023 – Freedom Leisure

<b>Purpose:</b>	<p>To seek Cabinet approval for the levels of financial support needed for the financial year 2022/23 for our leisure partnership (Freedom Leisure) due to losses and a financial recovery plan related to the Covid-19 pandemic</p> <p>To update and inform Cabinet of current and future energy cost increases and the option of spend to save investments in order to mitigate rising costs across the Freedom Leisure contract.</p>
<b>Policy Framework:</b>	Creating an Active and Healthy Swansea; City of Sport; Transforming our Economy and Infrastructure; Medium Term Financial Plan
<b>Consultation:</b>	Legal, Finance, Access to Services.
<b>Recommendations:</b>	<p>It is recommended that Cabinet:</p> <ol style="list-style-type: none"><li>1) Approves the extension of financial relief to Freedom Leisure until 31<sup>st</sup> March 2023 to include the Council underwriting an operating deficit of up to £800k in addition to the payment of the contractual monthly management fee for the financial year 2022/2023, with all relief payments reconciled under an open book approach;</li><li>2) Delegates authority to the Director of Place to agree any changes to service specification, the terms and conditions attached to any offer of underwriting or other support measures including authority to vary the level and period of financial relief providing that the total of all such variations are within the scope of the budget approval for financial relief within recommendation 1</li><li>3) Delegate's authority to the Chief Legal Officer to enter into any documentation necessary to implement any of the recommendations in this report and to protect the Council's interests.</li></ol>

<b>Report Author:</b>	Jamie Rewbridge
<b>Finance Officer:</b>	Ben Smith
<b>Legal Officer:</b>	Debbie Smith
<b>Access to Services Officer:</b>	Rhian Millar

## **1. Introduction**

- 1.1 Following the Covid-19 pandemic, when significant support was provided to our partnerships under previous Cabinet Reports, for continued sustainability and monitoring of these partnerships, the recovery partnership liaison has continued on a monthly basis or at relevant board meetings and working groups set up to specifically monitor current and future operations and costs.
- 1.2 Whilst good recovery has been made across a number of areas it is a reality that all Welsh Government Covid-19 loss of income claims and other support has diminished. However, it would be remiss to think that the legacy impact of Covid-19 from a financial and business planning perspective, plus other pressures and risks are gone.
- 1.3 Whilst some income lines across the portfolio have seen good growth, other elements have suffered greatly with continued nervousness in the sector. In addition, there has been a change of habit related to aging populations and 'working from home' blended approach continuing and become 'the norm'. As a result, income lines such as gym membership, car parking and indoor event/hires are taking longer to recover. This is compounded by the significant hikes in utilities and staffing costs/shortages which all have a significant and long term impact on financial performance of the venues. These culminating factors mean that partners are projecting that they will need support in the short/medium term to aid recovery.
- 1.4 For the purposes of this report, Freedom Leisure may be referred to more generally as Trust or Operator.
- 1.5 The past two years has been challenging for leisure operators and Trusts, however Freedom Leisure have performed well, managed costs to keep them as low as possible, ensuring that staff and customers safety was a priority and that all Government guidance was followed throughout. The aim for the next 12 months for Freedom Leisure is to return to pre-Covid-19 trading positions. The Council as the client will be required to continue to remain in regular communication with all partners as contractors, in order to support and monitor recovery.

## **2. Industry and WLGA advice**

- 2.1 Financial assistance from Local Authorities was deemed as critical for Trusts to reopen and support facilities moving forward. Swansea Council

has broadly followed the advice and guidance as relevant to its partnership arrangements, adopting an open book process throughout all closure periods, reopening phases and now the rebuild and recovery phase.

- 2.2 A published WLGA paper reports that leisure and culture facilities provide vital health, leisure and wellbeing services to local communities and will be a key re-engagement service for those communities post the Covid-19 pandemic.
- 2.3 A published 'Welsh Sports Association' and 'Community Leisure UK' paper reports public leisure is still feeling the impact of the Covid-19 pandemic. While all facilities and services have reopened, months of closure have led to changes in lifestyles and habits, and the public has not returned to using leisure facilities to be physically active to the same level as pre-Covid-19. In addition, the cost-of-living crisis and rising inflation is putting unprecedented pressure on businesses and the public. This has led to a crisis point in public leisure where operators are reporting unsustainable increases in costs, paired with stagnated return rates and reduced levels of income. At present, customer numbers, and therefore income for public leisure, remain reduced having stagnated since October 2021, with most in the sector reporting a return of 80% of pre covid-19 levels. This means that at present there are already fewer people being physically active in leisure centres than there were prior to the Covid-19 pandemic

### **3. Support provided by Swansea Council in 2021/2022**

- 3.1 Following an approved Cabinet report on the 17<sup>th</sup> June 2021 a variation agreement was entered into with Freedom Leisure, covering support between the 1<sup>st</sup> April 2021 until the 31<sup>st</sup> March 2022. The purpose of the variation agreements was for the Council to give relief to the contractor in accordance with the policy set out in PPN 02/20 and requires both parties to act in good faith and work together towards the principles set out in PPN 02/20.
- 3.2 *Management Fee*; an agreed contractual management fee of £963,488 for 2021/2022 was paid from the Council to Freedom Leisure.
- 3.3 *Deficit Underwriting*; On top of the management fee, an agreed maximum level of support from the Council as an underwriting was set. The actual amounts transacted were agreed on a monthly basis through an open book process, and the additional level of support for 2021/2022 was £1,290,014. The significant impact on the business model was primarily due to lost revenue and the Council was able to reclaim the majority of these monies through the Welsh Government hardship 'lost income' grant scheme, however this WG scheme has now ended and no further grant is available to support future challenges

#### **4. Financial position and continued support for 2022/2023**

- 4.1 Freedom Leisure are in year 5 of a 19.5 year contract and have yet to experience a full 'normal year' due to the Covid-19 pandemic. The pandemic may be over and whilst good recovery has been made across a number of areas, a deficit is predicted for 2022/2023 and support is likely to be required.

The projected deficit is due to a number of factors such as the reduction in management fee, in addition to the significant increase in costs of utilities, increases in staff costs and where some areas of income that are taking longer to recover. Whilst income has more generally returned back to 2019/2020 figures, income should be much further ahead due to the capital investments maturing against the decreasing management fee paid by the Council. However, in reality all previous business investments into the facilities have been delayed by 2 years and have not yet realised the growth anticipated.

Across the portfolio, swimming and Learn to Swim programmes are performing exceptionally well, gym membership levels are only at around 87% of pre Covid-19 levels, main hall hire is only at 72% and studio hire is at 49%. Venues such as the LC are seeing a greater impact due to the city centre work disruption and parking displacement, and the impact of the continued 'work from home' habits changing demand.

- 4.2 The commercial financial predictions by Freedom Leisure remain fluid and only based upon the information available at the time of reporting and related only on the Swansea contract basis, not the broader financial position of the Trust. For the purposes of this report, Freedom Leisure have provided a projection for financial year 2022/23.
- 4.3 Any approved further relief period would adopt a continued open book accounting process which has worked effectively to support the partnership in an open and transparent manner since 2020. A continued monthly process of reviewing detailed accounts in arrears and invoicing any differences to reconcile accordingly. This report does not seek to pay Freedom Leisure any inflated upfront revenue, but to continue operating in an open book, payment in arrears fashion, limiting liability on the Council.
- 4.4 In line with the contract award to Freedom Leisure in 2018, an agreed annual management fee of £871,466 for 2022/23 will be paid as normal. In line with the bid projections, this is a contractual reduction on the previous year's fee by £92,022, and a considerable reduction from the £1.9M management fee payment, which was the cost per annum in 2018 and 2019 (years 1 and 2 of the contract).
- 4.5 Table 1 below details the monthly-predicted level of underwriting that is likely to be required in addition to the contractual management fee. The total support being requested for 2022/2023 is £800k, and it is not proposed that any support under this package will be recovered by the Council from Freedom Leisure in future years

Table 1:

Swansea Contract Projections - 2022-23 (9/6/2022)													
	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Total
	DRAFT	Projection	Projection	Projection	Projection	Projection	Projection	Projection	Projection	Projection	Projection	Projection	Estimate
Projected surplus/(deficit)	9,292	- 106,427	- 114,984	- 69,421	87,295	- 97,369	- 80,290	- 97,928	- 132,539	- 78,467	- 49,146	- 66,542	- 796,524

- 4.6 Since the detail in the above table was provided by Freedom Leisure, the current anticipated deficit level has slightly reduced, however the request remains at £800k as the maximum sum that will be required in this period, due to the unpredictable nature of fixed costs and income generation at the current time

### Energy Cost increases and potential mitigations

- 4.7 There is also a need within this report to highlight the necessity to consider current and future energy cost increases and the option of spend to save investments in order to mitigate such costs.

Freedom Leisure are currently working on a series of options and associated costs, which together with a funding bid that is being discussed with Welsh Government and the Councils 'Economic Development and External Funding' team. These proposals could therefore be supported by other means and have been included within this report for visibility.

- 4.8 Energy cost increases are a national issue, with leisure facilities and in particular those with swimming pools due to their high utility requirements being significantly impacted.
- 4.9 Energy forecasts suggest further rises in April 2023, when current Government interventions are due to end. It paints a bleak picture for the sector, especially for operators of large facilities, including swimming pools, theatres and events spaces. This is despite various energy saving mitigations already put in place. Whilst leisure facilities are consistently in the top 5 most carbon intensive buildings in a local authority area, leisure trusts are unable to make further investments without sustainable financial support into their services.
- 4.10 Following recent energy surveys carried out by Freedom Leisure, the key recommendations for energy investment focus upon the two largest sites; The LC and Penlan Leisure Centre. Investment is likely to involve installation of air source heat pumps and Solar PV. Such spend to save investments likely to be significant in costs and requires a robust funding strategy which seeks contributions from various grant funders and others means will need to be further developed in order to formalise future requests for Council contribution to support this agenda. This will be further detailed in a subsequent report for consideration.

### Future Years and Support

- 4.11 There is also a need to highlight within this report the pressures being placed on the partnership in future years, with those pressures arising as quickly as 2023/2024, as a result of a predicted significant increase in

energy unit costs. Additionally, the cost of living crisis and rises in inflation that will impact the continuation of providing sustainable successful services and facilities within existing financial budgets. Should the partnership not withstand these external economic shocks, then vital health and wellbeing opportunities, services and facilities could be at risk of being lost and in turn increase pressure on other local and central government services, such as Health and Social Care.

- 4.12 Freedom Leisure are taking a contract-by-contract approach in order to seek support from their partners to ensure each contract remains sustainable. Without appropriate mitigation and support per contract, the sustainability of the partnership with Freedom Leisure that it provides to operate the Council facilities and delivering our services are at significant risk.

In order to help mitigate future rising costs and protect cash flow, Freedom Leisure are making significant and immediate changes to their central overhead costs and exploring the options of temporary closures to some services and a reduction in their workforce. It is important to note that any amendments to the services provided, this will be done in consultation with the Council.

## **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 2005 mandates that public bodies in Wales must carry out sustainable development. Sustainable development means the process of improving the economic, social, environmental and cultural well-being of Wales by taking action, in accordance with the sustainable development principle, aimed at achieving the 'well-being goals'.



- 5.3 Our Integrated Impact Assessment (IIA) process ensures we have paid due regard to the above. It also takes into account other key issues and priorities, such as poverty and social exclusion, community cohesion, carers, the United Nations Convention on the Rights of the Child (UNCRC) and Welsh language.
- 5.4 An IIA screening form has been completed, with an agreed outcome that a full IIA report is not required at this stage.
- 5.5 The Cabinet report sets out the financial implications following the impact of the Covid-19 pandemic, the subsequent cost of living and energy crisis being felt by Freedom Leisure who operate Council services and facilities on a day to day basis, and directly deliver shared wellbeing goals, and vital community, public and education facilities on behalf of the Council. The report sets out the levels of financial support that the operator requires during the recovery phase in 2022/2023 to sustain the current challenges and in order to return to a pre Covid-19 trading position
- 5.6 The report is to inform a decision to sustain the current leisure and cultural services so that there is no negative impact on the users. Not acting or supporting our partners would impact on the service and facilities provided to the residents and visitors of Swansea.
- 5.7 The facilities operated by the partners contained within the report are varied and provide a range of services to all groups of society and the general public which support their wellbeing, health and cultural experiences in a variety of ways.
- 5.8 The impact of the Council not supporting this partner will ultimately mean that the services are put at risk of failure or cessation. Intervention through funding support from the council now provides partners with greatest chance of fully recovering, and reduce the future financial impact on the Council longer term. Losing or significantly reducing such services provided could therefore have a significant impact on the groups of the communities that they serve. The types of groups that use these facilities vary greatly but include disabled people, older people, single parents (who are mainly women) children and young people and engagements with those most vulnerable and need supporting in our society by providing engaging and welcoming spaces and places to use and feel comfortable. This extends to religious groups and ceremonial activities in the Leisure Centres.
- 5.9 Officers consulted with national agencies such as the WLGA, Sport Wales, Welsh Sports Association and Welsh Govt. as well as industry sector representatives regarding the challenges facing the Cultural and Leisure sector.
- 5.10 In direct dialogue with Freedom Leisure, officers have assessed the financial needs and consulted appropriately.
- 5.11 The report relates to the Council's ability to financially support the partnership in the context of the Covid-19 pandemic and subsequent cost of

living and energy crisis to the end of March 2023, with no intention to undertake public consultation or other stakeholder consultation as it does not at this stage affect service users as the funding will ensure that services are maintained to the current contracted level.

## **6. Legal Implications**

- 6.1 The Council has previously entered into variation agreements with Freedom Leisure.
- 6.2 The Council will need to ensure that it complies with its Contract Procedure Rules, procurement legislation and the terms of any government guidance when making decisions to extend relief and/or financial support.
- 6.3 The terms and conditions of relief/support agreed with operators will need to be recorded in legally binding agreements (or variations to existing agreements) to ensure that the Council's interests are fully protected.

## **7. Financial implications**

- 7.1 The total level of support required to support Freedom Leisure for 2022/2023 is likely to be a maximum of £800,000 in a worst case scenario.
- 7.2 If cabinet were minded to proceed, the Section 151 Officer would recommend the cost be underwritten by release from the £6m allocated in the budget for Place Covid Temporary Funding (given the one off nature) and that Cabinet accepts the draw from other earmarked reserves in due course will likely go up as the available contingency sum shrinks by release and allocation to services. Any draw from the Place budgeted one off lump sum, if so approved, will be fully reflected in the future monitoring report on the budget to Cabinet.
- 7.3 The preceding financial implications rightly focus specifically on the considerations facing our leisure operators. The wider financial position facing the Council must however be borne in mind and Cabinet must be mindful of any potential precedent created by granting further extensions to any one group of operators over another, even if potentially otherwise justified given the nature (strategic scale, importance of wider draw).

**Background Papers:** None

**Appendices:**

Appendix A - IIA Screening Form

# Appendix A - 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? Cultural Services

Service Area: Leisure, Partnerships, Health and Wellbeing

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:

2022/2023 funding and support strategy for Leisure and Cultural Partnerships following the Covid-19 pandemic. Support due to losses and the requirement of a financial recovery plan related to the Covid-19 pandemic.

Following the Covid-19 pandemic, when significant support was provided to our partnerships under previous Cabinet Reports, for continued sustainability and monitoring of these partnerships, the recovery partnership liaison has continued on a monthly basis or at relevant board meetings and working groups set up to specifically monitor current and future operations and costs.

Whilst good recovery has been made across a number of areas, it is a reality that all Welsh Government Covid-19 loss of income claims and other support has diminished and it would be remiss to think that the legacy impact of Covid-19 from a financial and business planning perspective, plus other pressures and risks are gone.

Whilst some income lines across the portfolio have seen good growth, other elements have suffered greatly with continued nervousness in the sector. In addition, there has been a change of habit related to aging populations and 'working from home' blended approach continuing and become 'the norm'. As a result, income lines such as gym membership, car parking and indoor event/hires are taking longer to recover. This is compounded by the significant hikes in utilities and staffing costs/shortages which all have a significant and long term impact on financial performance of the venues. These culminating factors mean that partners are projecting that they will need support in the short/medium term to aid recovery.

## Appendix A - Integrated Impact Assessment Screening Form

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

	High Impact		Medium Impact		Low Impact		Needs further investigation
	+	-	+	-	+	-	
Children/young people (0-18)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Older people (50+)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Any other age group	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Future Generations (yet to be born)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Disability	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Race (including refugees)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Asylum seekers	<input 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 checked="" type="checkbox"/>	<input 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 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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Carers (inc. young carers)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Community cohesion	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Marriage & civil partnership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pregnancy and maternity	<input checked="" type="checkbox"/>	<input 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**

We have consulted with national agencies such as the WLGA, Sport Wales and Welsh Govt. as well as industry sector representatives regarding the challenges facing the Leisure sector.

In direct dialogue with Freedom Leisure we have assessed the financial needs. Freedom Leisure have consulted with Members and where applicable, their boards, on immediate implications for the facilities and staff.

The report relates to the Council's ability to financially support the partnership in the context of the Covid-19 pandemic and subsequent cost of living and energy crisis to the end of March 2023, with no intention to undertake public consultation or other stakeholder consultation as it does not at this stage affect service users as the funding will ensure that services are maintained to the current contracted level.

**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

## Appendix A - Integrated Impact Assessment Screening Form

c) Does the initiative apply each of the five ways of working?

Yes

No

d) Does the initiative meet the needs of the present without compromising the ability of future generations to meet their own needs?

Yes

No

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

High risk

Medium risk

Low risk

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

Yes

No

If yes, please provide details below

---

**Q7** What is the cumulative impact of this proposal on people and/or communities when considering all the impacts identified within the screening and any other key decisions affecting similar groups/ service users made by the organisation?

*(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.)*

The report is to inform a decision to sustain the current leisure and cultural services so that there is no negative impact on the users. Not acting or supporting our partners would impact on the service and facilities provided to the residents and visitors of Swansea.

The facilities operated by the partner contained within the report are varied and provide a range of services to all groups of society and the general public which support their wellbeing, health and cultural experiences in a variety of ways.

The impact of the Council not supporting this partner will ultimately mean that the services are put at risk of failure or cessation. Intervention through funding support from the council now provide partners with greatest chance of fully recovering, and reduce the future financial impact on the Council longer term. Losing or significantly reducing such services provided could therefore have a significant impact on the groups of the communities that they serve. The types of groups that use these facilities vary greatly but include disabled people, older people, single parents (who are mainly women) children and young people and engagements with those most vulnerable and need supporting in our society by providing engaging and welcoming spaces and places to use and feel comfortable. This extends to religious groups and ceremonial activities in the Leisure Centres.

# 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)**

The Cabinet report sets out the financial implications following the impact of the Covid-19 pandemic, the subsequent cost of living and energy crisis being felt by Freedom Leisure who operate Council services and facilities on a day to day basis, and directly deliver shared wellbeing goals, and vital community, public and education facilities on behalf of the Council. The report sets out the levels of financial support that the operator requires during the recovery phase in 2022/2023 to sustain the current challenges and in order to return to a pre Covid-19 trading position

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

Full IIA to be completed

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

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

<b>Screening completed by:</b>
<b>Name:</b> Jamie Rewbridge
<b>Job title:</b> Strategic Manager – Leisure, Partnerships, Health & Well Being – Cultural Services
<b>Date:</b> 9.8.22
<b>Approval by Head of Service:</b>
<b>Name:</b> Tracey McNulty
<b>Position:</b> Head of Cultural Services
<b>Date:</b> 9.8.22

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

# Agenda Item 14.



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

Cabinet – 17 November 2022

### Leisure Partnerships - Financial Support 2022/2023 – Wales National Pool Swansea

<b>Purpose:</b>	To seek Cabinet approval for the levels of financial support needed for the financial year 2022/23 for our leisure partnerships (Wales National Pool) due to losses and a financial recovery plan related to the Covid-19 pandemic
<b>Policy Framework:</b>	Creating an Active and Healthy Swansea; City of Sport; Transforming our Economy and Infrastructure; Medium Term Financial Plan
<b>Consultation:</b>	Legal, Finance, Access to Services.
<b>Recommendations:</b>	It is recommended that Cabinet:  1) Approves the extension of financial relief to Wales National Pool Swansea (WNPS) to include Council underwriting of an additional deficit of up to £200k for financial year 2022/2023;  2) Delegates authority to the Director of Place to agree any changes to service specification, the terms and conditions attached to any offer of underwriting or other support measures including authority to vary the level and period of financial relief providing that the total of all such variations are within the scope of the budget approval for the financial relief within recommendation 1  3) Delegate's authority to the Chief Legal Officer to enter into any documentation necessary to implement any of the recommendations in this report and to protect the Council's interests.
<b>Report Author:</b>	Jamie Rewbridge
<b>Finance Officer:</b>	Ben Smith
<b>Legal Officer:</b>	Debbie Smith
<b>Access to Services Officer:</b>	Rhian Millar

## **1. Introduction**

- 1.1 Following the Covid-19 pandemic, when significant support was provided to our partnerships under previous Cabinet Reports, for continued sustainability and monitoring of these partnerships, the recovery partnership liaison has continued on a monthly basis or at relevant board meetings and working groups set up to specifically monitor current and future operations and costs.
- 1.2 Whilst good recovery has been made across a number of areas it is a reality that all Welsh Government Covid-19 loss of income claims and other support has diminished. However, it would be remiss to think that the legacy impact of Covid-19 from a financial and business planning perspective, plus other pressures and risks are gone.
- 1.3 Whilst some income lines across the portfolio have seen good growth, other elements have suffered greatly with continued nervousness in the sector. In addition, there has been a change of habit related to aging populations and 'working from home' blended approach continuing and become 'the norm'. As a result, income lines such as indoor event/hires are taking longer to recover. This is compounded by the significant hikes in utilities and staffing costs/shortages which all have a significant and long term impact on financial performance of the venue. These culminating factors mean that partners are projecting that they will need support in the short/medium term to aid recovery.
- 1.4 For the purposes of this report, WNPS may be referred to more generally as Trust, Contractor or Operator.
- 1.5 The past two years has been challenging for leisure operators, however WNPS have performed well, managed costs to keep them as low as possible, ensuring that staff and customers safety was a priority and that all Government guidance was followed throughout. The aim for the next 12 months for WNPS is to return to pre-Covid-19 trading positions. The Council as the client will be required to continue to remain in regular communication with all partners as contractors, in order to support and monitor recovery.

## **2. Industry and WLGA advice**

- 2.1 Financial assistance from Local Authorities was deemed as critical for Trusts to reopen and support facilities moving forward. Swansea Council has broadly followed the advice and guidance as relevant to its partnership arrangements, adopting an open book process throughout all closure periods, reopening phases and now the rebuild and recovery phase.
- 2.2 A published WLGA paper reports that leisure and culture facilities provide vital health, leisure and wellbeing services to local communities and will be a key re-engagement service for those communities post the Covid-19 pandemic.



- 2.3 A published 'Welsh Sports Association' and 'Community Leisure UK' paper reports public leisure is still feeling the impact of the Covid-19 pandemic. While all facilities and services have reopened, months of closure have led to changes in lifestyles and habits, and the public has not returned to using leisure facilities to be physically active to the same level as pre-Covid-19. In addition, the cost-of-living crisis and rising inflation is putting unprecedented pressure on businesses and the public. This has led to a crisis point in public leisure where operators are reporting unsustainable increases in costs, paired with stagnated return rates and reduced levels of income.

At present, customer numbers, and therefore income for public leisure, remain reduced having stagnated since October 2021, with most in the sector reporting a return of 80% of pre covid-19 levels. This means that at present there are already fewer people being physically active in leisure centres than there were prior to the Covid-19 pandemic

### **3. Support provided by Swansea Council in 2021/2022**

- 3.1 The Councils share (£302,800) of the contractually agreed net subsidy for Council's financial year 2021/2022 was paid. This overall net subsidy is shared 50/50 with Swansea University.
- 3.2 Following the approved Cabinet Report on 17<sup>th</sup> June 2021 an agreed level of underwriting was set. The additional support provided for 2021/2022 was £106,242. As this was the result of lost revenue, the Council was able to reclaim its share through the Welsh Government hardship lost income grant scheme, however this WG scheme has now ended and no further grant is available to support future challenges

### **4. Financial position and continued support for 2022/2023**

- 4.1 Swansea Council and Swansea University are contractually bound to underwrite the annual deficit of WNPS until December 2023 when the current agreement ends. The partners are currently exploring future operating models for this facility and the wider Swansea Bay Sports Park which coincides and will deal with the future funding obligations of partners.
- 4.2 Currently, the General Manager is required to present a financial business plan to WNPS Board for approval. The business plan determines the likely funding required to subsidise the operation of the facility through the financial year (August-July). The total subsidy is split 50/50 between the two main partners
- 4.3 The covid-19 pandemic has significantly affected the financial performance of WNPS and although there have been improvements in several areas during 2021/2022 in comparison to the previous year, income is still less than their last 'normal' year in 2018/2019. Like other partners, recreational swimming and swim memberships are improving, and School / University use is strong, however event hire, room hire and catering are showing slower recovery.

There are also 'uncontrollables' that have played a large part in raising the predicted partner contribution for 2022/2023; these include increased utility costs, increased insurance costs and staff costs.

In order to try and mitigate the increased costs WNPS are looking to implement measures to reduce utility costs such as pool covers and a new CHP unit and will be undertaking a review of staff numbers, salaries and rotas.

- 4.4 It is important to note that WNPS financial year straddles the Councils. WNPS financial year runs from August to July. This report only seeks support for the period April 2022 to March 2023. Therefore, this report covers 4 months of WNPS 2021/22 financial year and 8 months of their 2022/23 financial year.
- 4.5 A typical trading year for WNPS would result in contributions per partner of £302,800.
- 4.6 The anticipated cost for WNPS financial year 2022/2023 is a deficit contribution by each partner of £530k. Utilising existing budgets and profiled sundries already accounted for, the anticipated additional contribution from the Council is likely to be £200k across the period and this is proposed as a maximum level of underwriting to cover the period.

## **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 2005 mandates that public bodies in Wales must carry out sustainable development. Sustainable development means the process of improving the economic, social, environmental and cultural well-being of Wales by taking action, in accordance with the sustainable development principle, aimed at achieving the 'well-being goals'.

- 5.3 Our Integrated Impact Assessment (IIA) process ensures we have paid due regard to the above. It also takes into account other key issues and priorities, such as poverty and social exclusion, community cohesion, carers, the United Nations Convention on the Rights of the Child (UNCRC) and Welsh language.
- 5.4 An IIA screening form has been completed, with an agreed outcome that a full IIA report is not required at this stage.
- 5.5 The Cabinet report sets out the financial implications following the impact of the Covid-19 pandemic for WNPS that operate facilities on behalf of the Council and directly deliver shared wellbeing goals, and vital community, public and education facilities on behalf of the Council. The report sets out the levels of financial support that the operator requires during the recovery phase in 2022/2023 in order to return to a pre Covid-19 position to sustain the current challenges and in order to return to a pre Covid-19 trading position
- 5.6 The report is to inform a decision to sustain the current leisure and cultural services so that there is no negative impact on the users. Not acting or supporting our partners would impact on the service and facilities provided to the residents and visitors of Swansea.
- 5.7 The facility operated by the partner contained within the report provide a range of services to all groups of society and the general public which support their wellbeing, health and cultural experiences in a variety of ways.
- 5.8 The impact of the Council not supporting this partner will ultimately mean that the services are put at risk of failure or cessation. Intervention through funding support from the council now provides partners with greatest chance of fully recovering, and reduce the future financial impact on the Council longer term. Losing or significantly reducing such services provided could therefore have a significant impact on the groups of the communities that they serve. The types of groups that use these facilities vary greatly but include disabled people, older people, single parents (who are mainly women) children and young people and engagements with those most vulnerable and need supporting in our society by providing engaging and welcoming spaces and places to use and feel comfortable. This extends to religious groups and ceremonial activities in the WNPS.
- 5.9 Officers consulted with national agencies such as the WLGA, Sport Wales, Welsh Sports Association and Welsh Govt. as well as industry sector representatives regarding the challenges facing the Cultural and Leisure sector.
- 5.10 In direct dialogue with WNPS, officers have assessed the financial needs and consulted appropriately.
- 5.11 The report relates to the Council's ability to financially support the partnerships in the context of the Covid-19 pandemic and subsequent cost of living and energy crisis to the end of March 2023, with no intention to undertake public consultation or other stakeholder consultation as it does

not at this stage affect service users as the funding will ensure that services are maintained to the current contracted level

## **6. Legal Implications**

- 6.1 The Council has previously entered into variation agreements with WNPS.
- 6.2 In relation to WNPS, the Council together with Swansea University is contractually bound to underwrite the annual deficit of WNPS until December 2023 under the terms of the current management and operating agreements. Failure by the Council to comply with this obligation would result in the Council breaching the terms of the Agreements with the consequential risk of potential claw back of government funding, litigation, costs and reputational damage
- 6.3 The Council will need to ensure that it complies with its Contract Procedure Rules, procurement legislation and the terms of any government guidance when making decisions to extend relief and/or financial support.
- 6.4 The terms and conditions of relief/support agreed with operators will need to be recorded in legally binding agreements (or variations to existing agreements) to ensure that the Council's interests are fully protected.

## **7. Financial implications**

- 7.1 The total level of support required to support WNPS for 2022/2023 is likely to be £200,000 in a worst case scenario.
- 7.2 If cabinet were minded to proceed, the Section 151 Officer would recommend the cost be underwritten by release from the £6m allocated in the budget for Place Covid Temporary Funding (given the one off nature) and that Cabinet accepts the draw from other earmarked reserves in due course will likely go up as the available contingency sum shrinks by release and allocation to services. Any draw from the Place budgeted one off lump sum, if so approved, will be fully reflected in the future monitoring report on the budget to Cabinet.
- 7.3 The preceding financial implications rightly focus specifically on the considerations facing our leisure operators. The wider financial position facing the Council must however be borne in mind and Cabinet must be mindful of any potential precedent created by granting further extensions to any one group of operators over another, even if potentially otherwise justified given the nature (strategic scale, importance of wider draw).

**Background Papers:** None

**Appendices:**

Appendix A - IIA Screening Form

# Appendix A - 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? Cultural Services

Service Area: Leisure, Partnerships, Health and Wellbeing

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:

2022/2023 funding and support strategy for Leisure and Cultural Partnerships following the Covid-19 pandemic. Support due to losses and the requirement of a financial recovery plan related to the Covid-19 pandemic.

Following the Covid-19 pandemic, when significant support was provided to our partnerships under previous Cabinet Reports, for continued sustainability and monitoring of these partnerships, the recovery partnership liaison has continued on a monthly basis or at relevant board meetings and working groups set up to specifically monitor current and future operations and costs.

Whilst good recovery has been made across a number of areas, it is a reality that all Welsh Government Covid-19 loss of income claims and other support has diminished and it would be remiss to think that the legacy impact of Covid-19 from a financial and business planning perspective, plus other pressures and risks are gone.

Whilst some income lines across the portfolio have seen good growth, other elements have suffered greatly with continued nervousness in the sector. In addition, there has been a change of habit related to aging populations and 'working from home' blended approach continuing and become 'the norm'. As a result, income lines such as indoor event/hires are taking longer to recover. This is compounded by the significant hikes in utilities and staffing costs/shortages which all have a significant and long term impact on financial performance of the venue. These culminating factors mean that partners are projecting that they will need support in the short/medium term to aid recovery.

## Appendix A - Integrated Impact Assessment Screening Form

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

	High Impact		Medium Impact		Low Impact		Needs further investigation
	+	-	+	-	+	-	
Children/young people (0-18)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Older people (50+)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Any other age group	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Future Generations (yet to be born)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Disability	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Race (including refugees)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Asylum seekers	<input 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 checked="" type="checkbox"/>	<input 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 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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Carers (inc. young carers)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Community cohesion	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Marriage & civil partnership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pregnancy and maternity	<input checked="" type="checkbox"/>	<input 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**

We have consulted with national agencies such as the WLGA, Sport Wales, Welsh Sports Association and Welsh Govt. as well as industry sector representatives regarding the challenges facing the Leisure sector.

In direct dialogue with WNPS we have assessed the financial needs. WNPS have consulted with Members and where applicable, their boards, on immediate implications for the facilities and staff.

The report relates to the Council’s ability to financially support the partnership in the context of the Covid-19 pandemic and subsequent cost of living and energy crisis to the end of March 2023, with no intention to undertake public consultation or other stakeholder consultation as it does not at this stage affect service users as the funding will ensure that services are maintained to the current contracted level.

**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

## Appendix A - Integrated Impact Assessment Screening Form

c) Does the initiative apply each of the five ways of working?

Yes

No

d) Does the initiative meet the needs of the present without compromising the ability of future generations to meet their own needs?

Yes

No

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

High risk

Medium risk

Low risk

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

Yes

No

If yes, please provide details below

---

**Q7** What is the cumulative impact of this proposal on people and/or communities when considering all the impacts identified within the screening and any other key decisions affecting similar groups/ service users made by the organisation?

*(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.)*

The report is to inform a decision to sustain the current leisure and cultural services so that there is no negative impact on the users. Not acting or supporting our partners would impact on the service and facilities provided to the residents and visitors of Swansea.

The facility operated by the partner contained within the report provide a range of services to all groups of society and the general public which support their wellbeing, health and cultural experiences in a variety of ways.

The impact of the Council not supporting this partner will ultimately mean that the services are put at risk of failure or cessation. Intervention through funding support from the council now provide partners with greatest chance of fully recovering, and reduce the future financial impact on the Council longer term. Losing or significantly reducing such services provided could therefore have a significant impact on the groups of the communities that they serve. The types of groups that use these facilities vary greatly but include disabled people, older people, single parents (who are mainly women) children and young people and engagements with those most vulnerable and need supporting in our society by providing engaging and welcoming spaces and places to use and feel comfortable. This extends to religious groups and ceremonial activities in the WNPS.

# 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)**

The Cabinet report sets out the financial implications following the impact of the Covid-19 pandemic for WNPS that operate facilities on behalf of the Council and directly deliver shared wellbeing goals, and vital community, public and education facilities on behalf of the Council. The report sets out the levels of financial support that the operator requires during the recovery phase in 2022/2023 in order to return to a pre Covid-19 position to sustain the current challenges and in order to return to a pre Covid-19 trading position

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

Full IIA to be completed

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

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

<b>Screening completed by:</b>
<b>Name:</b> Jamie Rewbridge
<b>Job title:</b> Strategic Manager – Leisure, Partnerships, Health & Well Being – Cultural Services
<b>Date:</b> 9.8.22
<b>Approval by Head of Service:</b>
<b>Name:</b> Tracey McNulty
<b>Position:</b> Head of Cultural Services
<b>Date:</b> 9.8.22

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



# Agenda Item 15.



## Report of the Chief Legal Officer

Cabinet – 17 November 2022

### Exclusion of the Public

<b>Purpose:</b>	To consider whether the Public should be excluded from the following items of business.	
<b>Policy Framework:</b>	None.	
<b>Consultation:</b>	Legal.	
<b>Recommendation(s):</b>	It is recommended that:	
<b>1)</b>	The public be excluded from the meeting during consideration of the following item(s) of business on the grounds that it / they involve(s) the likely disclosure of exempt information as set out in the Paragraphs listed below of Schedule 12A of the Local Government Act 1972 as amended by the Local Government (Access to Information) (Variation) (Wales) Order 2007 subject to the Public Interest Test (where appropriate) being applied.	
	<b>Item No's.</b>	<b>Relevant Paragraphs in Schedule 12A</b>
	16	14
<b>Report Author:</b>	Democratic Services	
<b>Finance Officer:</b>	Not Applicable	
<b>Legal Officer:</b>	Tracey Meredith – Chief Legal Officer (Monitoring Officer)	

#### 1. Introduction

- 1.1 Section 100A (4) of the Local Government Act 1972 as amended by the Local Government (Access to Information) (Variation) (Wales) Order 2007, allows a Principal Council to pass a resolution excluding the public from a meeting during an item of business.
- 1.2 Such a resolution is dependant on whether it is likely, in view of the nature of the business to be transacted or the nature of the proceedings that if members of the public were present during that item there would be disclosure to them of exempt information, as defined in section 100I of the Local Government Act 1972.

#### 2. Exclusion of the Public / Public Interest Test

- 2.1 In order to comply with the above mentioned legislation, Cabinet will be requested to exclude the public from the meeting during consideration of the

item(s) of business identified in the recommendation(s) to the report on the grounds that it / they involve(s) the likely disclosure of exempt information as set out in the Exclusion Paragraphs of Schedule 12A of the Local Government Act 1972 as amended by the Local Government (Access to Information) (Variation) (Wales) Order 2007.

- 2.2 Information which falls within paragraphs 12 to 15, 17 and 18 of Schedule 12A of the Local Government Act 1972 as amended is exempt information if and so long as in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.
- 2.3 The specific Exclusion Paragraphs and the Public Interest Tests to be applied are listed in **Appendix A**.
- 2.4 Where paragraph 16 of the Schedule 12A applies there is no public interest test. Councillors are able to consider whether they wish to waive their legal privilege in the information, however, given that this may place the Council in a position of risk, it is not something that should be done as a matter of routine.

### **3. Financial Implications**

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

### **4. Legal Implications**

- 4.1 The legislative provisions are set out in the report.
- 4.2 Councillors must consider with regard to each item of business set out in paragraph 2 of this report the following matters:
  - 4.2.1 Whether in relation to that item of business the information is capable of being exempt information, because it falls into one of the paragraphs set out in Schedule 12A of the Local Government Act 1972 as amended and reproduced in Appendix A to this report.
  - 4.2.2 If the information does fall within one or more of paragraphs 12 to 15, 17 and 18 of Schedule 12A of the Local Government Act 1972 as amended, the public interest test as set out in paragraph 2.2 of this report.
  - 4.2.3 If the information falls within paragraph 16 of Schedule 12A of the Local Government Act 1972 in considering whether to exclude the public members are not required to apply the public interest test but must consider whether they wish to waive their privilege in relation to that item for any reason.

**Background Papers:** None.

**Appendices:** Appendix A – Public Interest Test.

## Public Interest Test

No.	Relevant Paragraphs in Schedule 12A
<b>12</b>	<b>Information relating to a particular individual.</b>
	<p>The Proper Officer (Monitoring Officer) has determined in preparing this report that paragraph 12 should apply. Their view on the public interest test was that to make this information public would disclose personal data relating to an individual in contravention of the principles of the Data Protection Act. Because of this and since there did not appear to be an overwhelming public interest in requiring the disclosure of personal data they felt that the public interest in maintaining the exemption outweighs the public interest in disclosing the information. Members are asked to consider this factor when determining the public interest test, which they must decide when considering excluding the public from this part of the meeting.</p>
<b>13</b>	<b>Information which is likely to reveal the identity of an individual.</b>
	<p>The Proper Officer (Monitoring Officer) has determined in preparing this report that paragraph 13 should apply. Their view on the public interest test was that the individual involved was entitled to privacy and that there was no overriding public interest which required the disclosure of the individual's identity. On that basis they felt that the public interest in maintaining the exemption outweighs the public interest in disclosing the information. Members are asked to consider this factor when determining the public interest test, which they must decide when considering excluding the public from this part of the meeting.</p>
<b>14</b>	<b>Information relating to the financial or business affairs of any particular person (including the authority holding that information).</b>
	<p>The Proper Officer (Monitoring Officer) has determined in preparing this report that paragraph 14 should apply. Their view on the public interest test was that:</p> <ul style="list-style-type: none"> <li>a) Whilst they were mindful of the need to ensure the transparency and accountability of public authority for decisions taken by them in relation to the spending of public money, the right of a third party to the privacy of their financial / business affairs outweighed the need for that information to be made public; or</li> <li>b) Disclosure of the information would give an unfair advantage to tenderers for commercial contracts.</li> </ul> <p>This information is not affected by any other statutory provision which requires the information to be publicly registered.</p> <p>On that basis they felt that the public interest in maintaining the exemption outweighs the public interest in disclosing the information. Members are asked to consider this factor when determining the public interest test, which they must decide when considering excluding the public from this part of the meeting.</p>

No.	Relevant Paragraphs in Schedule 12A
15	<p><b>Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority.</b></p>
	<p>The Proper Officer (Monitoring Officer) has determined in preparing this report that paragraph 15 should apply. Their view on the public interest test was that whilst they are mindful of the need to ensure that transparency and accountability of public authority for decisions taken by them they were satisfied that in this case disclosure of the information would prejudice the discussion in relation to labour relations to the disadvantage of the authority and inhabitants of its area. On that basis they felt that the public interest in maintaining the exemption outweighs the public interest in disclosing the information. Members are asked to consider this factor when determining the public interest test, which they must decide when considering excluding the public from this part of the meeting.</p>
16	<p><b>Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.</b></p>
	<p>No public interest test.</p>
17	<p><b>Information which reveals that the authority proposes:</b></p> <p><b>(a) To give under any enactment a notice under or by virtue of which requirements are imposed on a person; or</b></p> <p><b>(b) To make an order or direction under any enactment.</b></p>
	<p>The Proper Officer (Monitoring Officer) has determined in preparing this report that paragraph 17 should apply. Their view on the public interest test was that the authority's statutory powers could be rendered ineffective or less effective were there to be advanced knowledge of its intention/the proper exercise of the Council's statutory power could be prejudiced by the public discussion or speculation on the matter to the detriment of the authority and the inhabitants of its area. On that basis they felt that the public interest in maintaining the exemption outweighs the public interest in disclosing the information. Members are asked to consider this factor when determining the public interest test, which they must decide when considering excluding the public from this part of the meeting.</p>
18	<p><b>Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime</b></p>
	<p>The Proper Officer (Monitoring Officer) has determined in preparing this report that paragraph 18 should apply. Their view on the public interest test was that the authority's statutory powers could be rendered ineffective or less effective were there to be advanced knowledge of its intention/the proper exercise of the Council's statutory power could be prejudiced by public discussion or speculation on the matter to the detriment of the authority and the inhabitants of its area. On that basis they felt that the public interest in maintaining the exemption outweighs the public interest in disclosing the information. Members are asked to consider this factor when determining the public interest test, which they must decide when considering excluding the public from this part of the meeting.</p>

# Agenda Item 16.

By virtue of paragraph(s) 14 of Schedule 12A  
of the Local Government Act 1972  
as amended by the Local Government (Access to  
Information) (Variation) (Wales) Order 2007.

Document is Restricted

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