



City and County of Swansea

Notice of Meeting

You are invited to attend a Meeting of the

Organisational Transformation Corporate Delivery Committee

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

On: Tuesday, 28 June 2022

Time: 2.00 pm

Chair: Councillor Mandy Evans

Membership:

Councillors: P N Bentu, J A Hale, T J Hennehan, M Jones, H Lawson, P N May, F D O'Brien and L V Walton

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

Agenda

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1 Apologies for Absence.	
2 To receive Disclosures of Personal & Prejudicial Interests from Members. www.abertawe.gov.uk/DatgeluCysylltiadau	
3 Minutes:	1 - 3
4 Terms of Reference (for information).	4 - 5
5 Transformation & Future Council Development - Progress Report.	6 - 18
6 Work Plan Discussion.	
7 Date & Time of Meetings.	

Next Meeting: Tuesday, 26 July 2022 at 2.00 pm

A handwritten signature in black ink that reads 'Huw Evans'.

Huw Evans
Head of Democratic Services
Wednesday, 22 June 2022

Contact: Democratic Services - (01792) 636923

Agenda Item 3



City and County of Swansea

Minutes of the Recovery & Future Generations Policy Development Committee

Remotely via Microsoft Teams

Tuesday, 22 February 2022 at 2.00 pm

Present: Councillor V M Evans (Chair) Presided

Councillor(s)

J A Hale
L V Walton

Councillor(s)

T J Hennegan
T M White

Councillor(s)

Y V Jardine

Co-opted Member(s)

Y V Jardine

Officer(s)

Adrian Chard

Sally-Ann Evans

Adam Hill

Kate Jones

Joanne Portwood

Strategic Human Resources and Organisational
Development Manager

Lead Lawyer

Deputy Chief Executive / Director of Resources

Democratic Services Officer

Strategy and Policy Officer

Apologies for Absence

Councillor(s): D W Helliwell, M Jones, P B Smith and L J Tyler-Lloyd

25 Disclosures of Personal & Prejudicial Interests.

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

26 Minutes.

Resolved that the Minutes of the Recovery & Future Generations Policy Development Committee held on 21 December 2021 be approved and signed as a correct record.

27 Workforce Strategy Update.

The Strategic HR & OD Manager provided an update on the Workforce Strategy. He highlighted the following:-

- Four key themes – Leadership and Management, Workforce Fit for the Future, Being an Employer of Choice and Workforce Wellbeing and Inclusion with nine underlying Strands and key activities identified.
- Consultation undertaken – Staff Survey, Employee Focus Groups, Trade Unions, Corporate Management Team and Head of Service Customer Focus Groups
- Document to be reflective of the future workforce

- A number of positions had been advertised, which were funded through the Recovery Fund to assist with pay and grading, recruitment attraction, quality systems and organisational design and behaviours
- Development of coaching framework was underway
- Workforce Equalities Group launched, concentrating on Data completeness on protected characteristics first
- Relaunching of welsh language skills provision
- Metrics and measurements for performance were included in the Strategy.

Questions and discussions focussed on the following: -

- Remit / Scope of the Workforce Equalities Group – data collection, equalities training and recruitment practices
- Other forums available such as the Ideas Hub, Corporate Workforce Group and Lets Talk Leadership Group
- Engagement with Schools – leadership development, succession planning and recruitment and retention
- Staff Storybook / Handbook
- Career development – training partnership with Gower College
- Staffing levels – to allow staff to undertake training
- Recruitment specialist – resource to carry out engagement – key performance indicators
- Staff 1-2-1's / Appraisals – more employee focussed
- Apprenticeships – links with City Deal
- Wales Union Learning Fund

The Chair thanked Officers

Resolved that the update be noted.

28 Annual Report 2021/22.

The Chair presented the Annual Report 2021/22.

The Chair thanked the Strategy and Policy Officer for her work over the municipal year as well as other Officers who had supported the Recovery & Future Generations Policy Development Committee.

Resolved that the Annual Report be noted.

29 Workplan 2021/22.

The Chair presented the Workplan 2021/22 and suggested that the following items be scheduled for the next meeting on 29 March 2022:-

- Staff Workbook
- Co-production

Resolved that the Workplan 2021/22 be updated accordingly.



City and County of Swansea

**Minutes of the Organisational Transformation
Corporate Delivery Committee**

Multi-Location Meeting - Council Chamber, Guildhall / MS

Teams

Tuesday, 24 May 2022 at 4.51 pm

Present:

Councillor(s)

P N Bentu
T J Hennegan
P N May

Councillor(s)

V M Evans
M Jones
F D O'Brien

Councillor(s)

J A Hale
H Lawson
L V Walton

Apologies for Absence

Councillor(s): None.

1 To elect a Chair for the Municipal Year 2022-2023.

Resolved that Councillor V M Evans be elected Chair for the Municipal Year 2022-2023.

Councillor V M Evans (Chair) presided.

2 To elect a Vice Chair for the Municipal Year 2022-2023.

Resolved that Councillor P N Bentu be elected Vice Chair for the Municipal Year 2022-2023.

3 Disclosures of Personal & Prejudicial Interests.

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

The meeting ended at 4.53 pm

Chair

Agenda Item 4

Corporate Delivery Committees (CDCs)

There are 5 CDC's:

- Economy & Infrastructure Corporate Delivery Committee.
- Education & Skills Corporate Delivery Committee.
- Organisational Transformation Corporate Delivery Committee.
- Climate Change Corporate Delivery Committee.
- Safeguarding People & Tackling Poverty Corporate Delivery Committee.

Purpose:

The CDCs are Committees of Council with the purpose of delivering the Council's Corporate Priorities for consideration and adoption by Cabinet and / or Council as appropriate.

a) **Membership & Frequency of Meetings:**

- i) Non-Executive Members and Assistants to Cabinet are eligible to be members of the CDCs.
- ii) Executive (Cabinet) Members are **not** eligible to be members of the CDC's.
- iii) Frequency of meetings is a matter for the Chair depending on workload; however, it is anticipated that formal Committee meetings shall be held monthly or as dictated by the work plan. In addition to formal Committee meetings, Informal Working Groups may be undertaken, if the work plan dictates.
- iv) Chairs of the CDCs will meet to co-ordinate agendas and work plans to ensure consistency and that there is no duplication in work.

b) **Role and Framework:**

The role of the CDC is to:

- i) Have a work plan shared with the relevant Cabinet Member.
- ii) Focus on Corporate Priority delivery by in depth analysis of issues and consider future policy development with reference to the Corporate Plan.
- iii) Make a report and / or recommendation to the Cabinet Member / Cabinet / Council in connection with work undertaken;
- iv) Consider mechanisms to encourage and enhance public participation in development of policy and policy options;
- v) Work with Senior Officers in a Team Swansea approach to deliver key corporate priorities; and
- vi) Consider and where appropriate to invite relevant organisations / individuals to contribute to policy development discussions.

c) **Relationship with Scrutiny:**

- i) The role of the CDC is distinct from the Council's scrutiny function of holding to account, questioning and challenging proposed decisions, monitoring the performance of services, and tackling issues of concern through inquiries or one-off meetings (which may relate to a broad range of policy / service areas).
- ii) CDCs may refer any issues arising out of their role to the Scrutiny Programme Committee for further consideration / investigation and vice-versa.
- iii) The CDC Chair will also consider whether any matter under consideration should be referred to the Scrutiny Programme Committee.
- iv) CDCs and the Scrutiny Programme Committee should ensure awareness of each other's work programmes and consider whether there is any issue of duplication. The Scrutiny Programme Committee should consider relevant advice but has autonomy on decisions about the scrutiny work programme.

d) **Support:**

- i) The Democratic Services Team shall provide the relevant support to the Corporate Delivery Committees.
- ii) The Director, Head of Service, or nominated relevant Officer will provide work plan support and research and produce reports as appropriate."

Agenda Item 5



Report of the Deputy Chief Executive / Director of Corporate Services

Organisational Transformation Corporate Delivery Committee –
28 June 2022

Transformation & Future Council Development Progress Report

Purpose:	To update the committee on recent progress regarding the corporate well-being objective – “Transformation & Future Council development”.
Report Author:	Marlyn Dickson
Finance Officer:	Ben Smith
Legal Officer:	Tracey Meredith
Access to Services Officer:	Rhian Miller
For Information	

1. Introduction

- 1.1 The council did not only maintain services throughout the pandemic but is well underway on its journey to refocus the Council. The work of both the Remobilise and Refocus phase have continued throughout the new pressures of the COVID pandemic and continued impact of COVID. The Councils response has had an impact on progress; however, work has continued the agendas to Recover and Refocus the Council.
- 1.2 Progress has continued delivering the Transformation & Future Council well-being objective. Key areas of progress for the year includes working to modernise and transform the Council through our Achieving Better Together programme. In the short term, this is focused on actions and interventions related to Covid-19, including how we emerge and recover from the pandemic. In the medium to long term, the programme will build on what has changed because of the pandemic and how we can deliver services in different ways to help tackle rising demand and reducing revenue budgets.

- 1.3 The future financial landscape continues to be increasingly challenging therefore innovation and transformation will continue to be vital to maintain local priorities. Work is also ongoing in relation to the implementation of the provisions of the Local Government and Elections (Wales) Act 2021.
- 1.4 The information below sets out the background and current position with regards to the wellbeing objective work programme.

2. Background

- 2.1 The Council has made good progress and has been assessed as 'owning our ambition'. Across the board complex change projects are being delivered that, involve resources and staff from all levels and Directorates, often also including external partners. Partnership funding bids are becoming increasingly common. The Council was in a good position to respond to the pandemic because of previous change and transformation work. This continues now into recovery and the new transformation programme, working in new ways and assessing the risk of this routinely and in a managed way. This is evidenced by the progress update.
- 2.2 On 15th October 2020 Cabinet approved the new "From Recovery to Transformation" report detailing the 3 Phases from recovery through to the "Swansea – Achieving Better Together, Transformation Strategy & Programme Framework 2022 – 2026".
- 2.3 To assist the Achieving Better Together Programme, Swansea Council's internal audit team carried out an examination of the programme, governance, and structure. An Assurance Level of **'High'** was awarded. This indicates that 'there is a sound system of internal control designed to achieve the programme objectives and the controls are being consistently applied.' There were no recommendations following the examination.
- 2.4 The strategic aims of Swansea – Achieving Better Together are:
- 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
 - Greater and more meaningful engagements with our residents and community
 - To meet the aspirations and targets within the Medium-Term Financial Plan.
- 2.5 The programme phases are not linear but overlap so the work undertaken in the prior phase will inform the next phase:

Phase 1 – Short Term	Re-mobilise	Recovering, restarting & adapting a wide range of Council Services
Phase 2 – Medium Term	Refocus (Up to May 2022)	A strategic response to support the city to emerge and grow from the crisis delivering our corporate priorities
Phase 3 – Long Term (work in Phases 1 and 2 will support the actions in Phase 3)	Reshape (After May 2022)	Longer term City and County regeneration and development strategy

- 2.6 The Policy Development Committees (PDC's) provided a support function to the programme and work-streams. The Recovery & Future Generation PDC's supported the overarching Achieving Better Together work programme.

<i>WORKPLAN 2022</i>		
<i>Council Objective</i>	<i>Theme</i>	<i>Strategy/Policy</i>
<p>Transformation and future council development - Working together to build a Council that is Sustainable, Efficient & Effective in what and how it delivers its services with the citizen at the heart of all that we do.</p>	Ensure we have the right Leadership and Management in place to support the new ways of working and organisation culture	Workforce Strategy Theme 1 – Strand 1&2
	Create a workforce fit for the future	Theme 2 – Strand 3/4/5
	Ensure we are an Employer of Choice now and in the future	Workforce Strategy Theme 3 – Strand 6&7
	Supporting Our Workforce and providing a clear roadmap for health and wellbeing that is accessible and fit for purpose	Workforce Strategy Theme 4 – Strand 8
	Develop an approach to developing or growing by using resources in a way that allows for them to renew or continue to exist for others.	Sustainable Development Policy
	Give local people and partners an opportunity both to design services as an equal partner with	Corporate Centre Co-production Strategy

	the council and to play roles in delivering the services that they have designed.	
	Support Swansea to become a Human Rights City	Human Rights City Project
	Supporting wider conversations / engagement with wider groups	Communication, Engagement & Participation Strategy/s
	Community Safety	

2.7 The work-stream leads also worked closely with other PDC's on their individual projects, plans and policies. Examples include, but are not limited to:

Work stream	PDC (Policy Development Committees)	Agenda Item	Date
Community Support	People PDC	Volunteering Strategy initial workshop	October 2021
Economy & Environment	Economy, Environment & Infrastructure PDC	Swansea Bay City Deal Skills and Talent business case	September 2021
Community Support	Poverty Reduction PDC	Swansea Council Tackling Poverty Strategy Revision	July 2021
Community Support	Poverty Reduction PDC	Promoting Affordable Credit Draft Policy	June 2021
Economy & Environment	Economy, Environment & Infrastructure PDC	Economic Recovery Plan. High Street Regeneration. Green Fleet Policy	October/November 2021

3. Transformation Well Underway

- 3.1 The Achieving Better Together programme is clear in its message that the purpose of the programme is to enable a sustainable, efficient, and effective organisation with the citizens of Swansea at the heart. The remobilise phase initiated a plan that has done just that, it called on resources from across the organisation to support residents, communities, and businesses through the winter omicron pandemic as a priority.
- 3.2 Work is ongoing in relation to the continued recovery, refocussing and reshaping the Council and is currently structured around the following work streams;
- Care Services
 - Education and Learning
 - Future Workforce and Equalities
 - Community Support
 - Economy and Environment
- 3.3 The work-streams have shown notable examples of working together and in partnerships to achieve outcomes for our organisation, staff and the citizens of Swansea since the start of the refocus plan in March 2021.
- 3.4 The work- streams are working towards realising many benefits and successful outcomes for Staff, Citizens, and the Organisation.
- 3.5 The refocus phase of the programme has set the agreed budget for 2022-23, refreshed the Medium-Term Financial Plan, and is supporting the council to deliver its ongoing corporate priorities and plans, whilst adapting to address the impacts coming out of the previous COVID pandemic.
- 3.6 The draft Workforce Strategy for 2022-27 has been developed following extensive consultation with Members, senior leadership, Trade Unions, and a cross-section the workforce from all Directorates. The Strategy is aligned with the Achieving Better Together Programme, Digital Strategy, and the Wellbeing of Future Generations Act.
- 3.7 The Strategy contains four key Themes and nine accompanying Strands. Several activities identified under each Strand will support delivery of the Strategy and expect to have a positive impact on sickness figures.
- 3.8 A new Strategic Equality Plan for 2020/24 with six new Strategic Equality Objectives was published in 2020, which drew on the Equalities and Human Rights Commissioner's report, and the outcome of the Equalities Scrutiny Enquiry. The Plan also involved the Equality Champions.

- 3.9 A Workforce Equalities Group has been established for the Council. The Council also undertook an extensive consultation and engagement exercise and collated an evidence base of statistical information relating to protected characteristics in a Swansea context to help inform the development of the plan.
- 3.10 The Council has secured funding to procure support for a project to build on the excellent work, implement lesson's learnt during Covid around working with citizens, partners & communities across all service areas in the Council.
- 3.11 The regional partnership between Swansea Council, Carmarthenshire County Council, Pembrokeshire County Council and Neath & Port Talbot Council was successfully awarded the next round of Digital Transformation Funding to develop Internet of Things capability.
- 3.12 The Digital programme aspect of the Swansea Bay City Deal continues to make good progress with partners taking part in a 5G workshop facilitated by Deloitte and collaborating on a Connectivity Infrastructure Accelerator (DCIA (Digital Connectivity Infrastructure Accelerator)) bid.
- 3.13 The Council has delivered blended learning (a mix of online and face-to-face). Last year it was 100% online only due to the pandemic, which was reflected in the reduced enrolments and reduction in courses being delivered whilst this way of working was rapidly introduced and trailed. The other meaningful change is that the Council has not applied a charge to our Learning for Life Courses (Adult Learning e.g., music, arts, cookery, yoga etc.) due to the uncertainty of consistent delivery both with the platforms being used (Google Classroom) and delivery of face-to-face provision with infection control measures / impact of isolating / lockdowns etc. The Digital, Family Learning and Essential Skills courses are always free, funded by Core and a Community Learning Grant from Welsh Government.
- 3.14 Covid19 increased the amount of online and telephone workload in the Council's contact centre. A considerable number of applications were developed to support Swansea residents and businesses and to issue payments because of the pandemic. This continued into 2021-22. Swansea Digital Services, at noticeably short notice, set up a virtual call centre to take the phone calls from members of the public requesting vaccination certificates.
- 3.15 The Digital Strategy has been updated and is being discussed – this lays out the roadmap for the next four years and draws on the Welsh Government, Central Government, and Local Government Digital Strategies.
- 3.16 The Council continues to promote the Welsh Language and is currently assessing the model for the new Community Hubs. 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.

- 3.17 The Re-focus phase has set the 2022/23 budget and refreshed the MTFP (Medium Term Financial Plan). This work was undertaken in the Recovery, Reshaping and Budget Strategy Board and will be closely monitored each month.

4. Next Phase - Reshape

- 4.1 The next phase will look beyond 2022, it will be subject to the priorities of the new council, a new Chief Executive, corporate plan, and strategy for the council.

- 4.2 As well as identifying the priorities in the short and medium term, the Achieving Better Together framework aims to set the foundations for establishing the longer-term shape of the council, looking ahead to the next 20 years to 2040.

- 4.3 During the preparation of phase 3 and delivery of phase 2 we are working towards:

- Developing the framework for the future delivery programme – Phase 3 of Achieving Better Together – Reshape.
- Ensuring Strategies and action plans (housing, Schools, economy, social care) are embedded and change is visible and increasing in pace.
- A reviewed and updated corporate plan
- Ensuring the culture of the organisation is aligned to the delivery of the corporate plan
- Ensure all priority service areas have new models of delivery maturing
- Delivering a balanced budget and long term MTFP that is sustainable

- 4.4 The Achieving Better Together Programme recognises changes in strategic context, brought about by changes in both legislation and priority focus areas, including:

- Wellbeing of Future Generations Act
- Local Government & Elections Wales Act
- Additional Learning Needs Act
- Regionalisation Agenda
- City Deal & City Centre Regeneration (Swansea Central Phase 1)
- Smart City and Digital Strategy
- Responding to Climate Change
- Ten years of Austerity
- Covid-19 Pandemic long term impacts

- Brexit implications
- Wellbeing assessment outcomes and Wellbeing Plan

The programme intends to meet these new challenges, building upon the successes already achieved as it progresses into phase 3 - Reshape.

- 4.5 The budget and medium-term finance plan progressed through the process for approval and is helping to shape the focus of the work-streams for 2022/23.
- 4.6 Work is ongoing in relation to the implementation of the provisions of the Local Government and Elections (Wales) Act 2021.
- 4.7 Due to the uncertainty with COVID implications, the Council must be vigilant and prepared to revert to response mode if required. However, work is continuing to build the foundations and scope the work that will be required of the work-streams for the reshaping the Council, as well as undertaking recovery and refocus work.
- 4.8 The Achieving Better Together Programme will continue to contribute towards the achievement of the national well-being goals.

- *A prosperous Wales* – Supporting and training the Council’s workforce to deliver transformed services that provide the most sustainable outcomes for residents.
- *A Resilient Wales* – The Managing the Present and Shaping the Future, Swansea Council – From Recovery to Transformation Strategy underpins our recovery from Covid-19 and aims to transform services, deliver better outcomes for residents, and achieve financial sustainability with reduced carbon footprint.
- *A Healthier Wales* – The programme work streams have projects in phase 2 – (Refocus) that aim to: encourage greater community ownership, improved health, and wellbeing for staff, provide active lifestyle and healthy living for our citizens e.g., our approach to Housing and the Active Travel Project.
- *A more Equal Wales* – Providing the opportunity for local citizens to influence how policies are written and services are developed through the development of a co-production strategy.
- *A Wales of Cohesive Communities* – The Community Response work-stream has a strong focus on community involvement. Projects include supporting community volunteering, Local Area Coordinators expansion and working with third Sector and other statutory and non-statutory partners in Swansea and encourage the continuation of community relationships.
- *A Wales of vibrant culture and thriving Welsh language* – Through the coproduction framework we will establish a diverse forum for community

volunteers to be involve in the decision-making process and give them an opportunity to express their views and opinions. The programme will improve the communication and engagement with communities, which includes welsh medium provision.

• *A globally responsible Wales* – The Achieving Better Together programme has a focus on the future and delivering social, environmental, cultural, economic, and financial sustainability through the work-streams. Any decision making considers future impacts e.g., climate change.

5. Integrated Impact 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 Our Integrated Impact Assessment process ensures that we have paid due regard to the above.

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

6. Legal Implications

6.1 There are no legal implications.

7. Financial Implications

7.1 There are no direct financial implications associated with this report itself. The programme, its governance and operational delivery, via the work-streams, will help provide the assurance mechanisms for the duration of the medium-term finance plan and beyond, that the planned savings, but equally the correspondingly larger investment of new resources, will be delivered and resources targeted flexibly and appropriately as the wider environment and financial outlook for the

public sector and the wider UK and global economy evolves. The overriding aims are to achieve value for money, remain financially sustainable, directly aid, and assist the recovery and achieve better outcomes, together.

Background papers: 'None'

Appendices:

Appendix 1 IIA (Integrated Impact Assessments) Screening Form

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: 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

(b) Please name and fully describe initiative here:

The Deputy Chief Executive & Director of Corporate Services is providing an update on progress with regard to the corporate wellbeing objective – “Transformation & Future Council development.

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

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

Integrated Impact Assessment Screening Form

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

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

The report covers a review of previous activity previously undertaken for the wellbeing objective “Transformation & Future Council development by the Policy Development Committee/s, all of which would have had individual IIA screening attached to their specific reports.

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.)**

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)**

All policies/strategies etc. discussed within the agenda are subject to individual IIA's at the time of presentation and are fully compliant with the 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.

Screening completed by:
Name: Marlyn Dickson
Job title: Strategic Transformation Change Programme Manager
Date: 22/06/2022
Approval by Head of Service:
Name:
Position:
Date:

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