



## City and County of Swansea

### Notice of Meeting

You are invited to attend a Meeting of the

## Governance & Audit Committee

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

**On:** Tuesday, 27 September 2022

**Time:** 10.00 am

**Chair:** Paula O'Connor

#### Membership:

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

Lay Members: Gordon Anderson, Julie Davies and Philip Sharman

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

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| Agenda   |   | Page No.         |
|----------|---|------------------|
| <b>1</b> | <b>Apologies for Absence.</b>   |                  |
| <b>2</b> | <b>Disclosures of Personal and Prejudicial Interests.</b><br><a href="http://www.swansea.gov.uk/disclosuresofinterests">www.swansea.gov.uk/disclosuresofinterests</a> |                  |
| <b>3</b> | <b>Minutes.</b><br>To approve & sign the Minutes of the previous meeting(s) as a correct record.  | <b>1 - 9</b>     |
| <b>4</b> | <b>Internal Audit Monitoring Report Quarter 1 2022/23. (For Information) (Simon Cockings)</b>   | <b>10 - 28</b>   |
| <b>5</b> | <b>Internal Audit Recommendation Follow-Up Report Q1 2022/23. (For Information) (Simon Cockings)</b>  | <b>29 - 39</b>   |
| <b>6</b> | <b>Corporate Risk Overview 2022/23 - Quarter 1. (For Information) (Richard Rowlands)</b>  | <b>40 - 74</b>   |
| <b>7</b> | <b>Education Directorate: Internal Control Environment 2022/2023. (For Information) (Helen Morgan-Rees)</b>   | <b>75 - 114</b>  |
| <b>8</b> | <b>Absence Management Audit Report Update. (For Information) (Adrian Chard)</b>   | <b>115 - 124</b> |

- |    |  |           |
|----|--|-----------|
| 9  | Employment of Agency Staff Audit Report 2019/20 - 2022 Update. (For Information) (Adrian Chard)              | 125 - 136 |
| 10 | Public Services Ombudsman for Wales Annual Letter to the Council 2021-22. (For Information) (Sarah Lackenby) | 137 - 153 |
| 11 | Annual Review of Performance 2021-22. (Richard Rowlands)   | 154 - 315 |
| 12 | Audit Wales - Assurance & Risk Assessment (ARA) Progress Update Letter.                                      | 316 - 319 |
| 13 | Audit Wales Work Programme and Timetable - City and County of Swansea Council.                               | 320 - 334 |
| 14 | Governance & Audit Committee Action Tracker Report. (For Information) (Jeremy Parkhouse)                     | 335 - 340 |
| 15 | Governance & Audit Committee - Work Plan 2022/23. (For Information) (Jeremy Parkhouse)                       | 341 - 360 |

**Next Meeting:** Wednesday, 12 October 2022 at 2.00 pm

*Huw Evans*

**Huw Evans**  
**Head of Democratic Services**  
**Wednesday, 21 September 2022**

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**Contact: Democratic Services: - 636923**

# Agenda Item 3



City and County of Swansea

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

Multi-Location Meeting - Gloucester Room, Guildhall / MS

### Teams

Wednesday, 13 July 2022 at 2.00 pm

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

#### **Councillor(s)**

T J Hennegan  
M B Lewis  
K M Roberts

#### **Councillor(s)**

P R Hood-Williams  
M W Locke  
L V Walton

#### **Councillor(s)**

J W Jones  
S Pritchard  
T M White

#### **Lay Member(s)**

Gordon Anderson  
Philip Sharman

Julie Davies

#### **Officer(s)**

Richard Rowlands  
Debbie Smith  
Simon Cockings  
Ben Smith  
Adam Hill  
Nick Davies  
Adrian Chard

Strategic Delivery & Performance Manager  
Deputy Chief Legal Officer  
Chief Auditor  
Director of Finance / Section 151 Officer  
Deputy Chief Executive / Director of Corporate Services  
Principal Auditor  
Strategic Human Resources and Organisational  
Development Manager  
Cash Management & Accounts Receivable Manager  
Head of HR & Service Centre  
Head of Digital and Customer Services  
Interim Chief Executive  
Interim Director of Corporate Services  
Corporate Fraud Team Investigator  
Corporate Fraud Team Investigator  
Democratic Services Officer

Michelle Davies  
Rachael Davies  
Sarah Lackenby  
Martin Nicholls  
Ness Young  
Jeff Fish  
Jonathon Rogers  
Jeremy Parkhouse

#### **Also Present**

Councillor A S Lewis      Joint Deputy Leader  
Councillor D H Hopkins      Joint Deputy Leader

#### **Apologies for Absence**

Councillor A J Jeffery  
Gillian Gillet and Dan King

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## **21 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: -

Councillors T J Hennegan, P R Hood-Williams, J W Jones, K M Roberts and T M White declared personal interests as school governors in Minute No.25 – Annual Report of School Audits 2021-22.

A Hill declared a personal interest in Minute No.30 - Local Code of Corporate Governance: Framework of Assurance and Minute No.31 – Overview of the Governance and Assurance arrangements of Partnerships and Collaborations.

## **22 Minutes.**

**Resolved** that the Minutes of the previous meeting(s) of the Governance & Audit Committee were approved as a correct record.

## **23 Internal Audit Section - Fraud Function Annual Report 2021/2022.**

Jeff Fish and Jonathan Rogers, Corporate Fraud Team Investigators presented a 'for information' summary of the work completed by the Fraud Function of Internal Audit in 2021/22.

The report provided a summary of the activities of the Fraud Function for 2021/2022, the value of the function, deterrent value, strengthening procedures and workforce relationships and reviewed achievements compared to target outcomes contained in the Fraud Function Anti-Fraud Plan 2020/21.

The overview of the work undertaken highlighted the developing preventative procedures, risk assessments and post-assurance checking in addition to investigating potential cases of fraud.

The volume of reports received by the team during 2021/22 increased, details of which were shown in the appropriate tables within the report. This increase continued to reflect the heightened awareness and visible profile of the team as the repository for external and internal allegations relating to the Councils functions.

The key activities in 2021/22 covered the following areas of work: -

- Joint work with Department of Work & Pensions' (DWP) Counter Fraud, Compliance and Debt Service.
- National Fraud Initiative 2020.
- Fraud Awareness.
- Inter-Agency work and Data Exchange.
- Employee related investigations.
- Covid 19.

The Review of outcomes against Fraud Function Plan for 2021/22 reported that of the eight planned Fraud Function activities, four were fully achieved with four being partly achieved. Appendix 1 provided details of these activities.

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

- Additional resource being added to the Section.
- Increase in Fraud Function figures and the reasons behind the figures.
- The huge amount of work completed by the Section without resources.
- Outcomes with financial implications and historical reasons why figures were not included.
- Provision of figures for 2022-2023, particularly the first six-month period.
- Volume of reports / requests received and reasons why some cases were not taken forward.
- Procurement / card payments, particularly in schools.
- Data matching exercise provided by the Cabinet Office.

The Chair thanked the Officer for providing a very positive report.

#### **24 Internal Audit Section - Fraud Function Anti-Fraud Plan for 2022/23.**

Jeff Fish and Jonathan Rogers, Corporate Fraud Team Investigators presented a report which outlined the planned areas of activity for the Internal Audit Section's Fraud Function for 2022/23 and was designed to provide a strategic view of the areas that would be subject to examination.

The report highlighted the Council's obligation to and the principles to tackling fraud. The Anti-Fraud Plan (AFP) represented the broad areas that would be covered and sets out to provide a balance between proactive and reactive counter fraud activity. It covers the activities of the Council that the Director of Finance and S151 Officer and the Chief Auditor considered to be the most likely to be subjected to fraud in some form, either from within the organisation or from external sources. It was hoped that there would be an increase in proactive activity when the planned expansion of resources had become embedded.

It was outlined that the AFP aimed to build on activities and outcomes identified, and also aimed to focus on 'high risk' areas where the most significant losses could occur. The fraud risks associated with Covid 19 had now significantly reduced and it was anticipated that minimal reactive resources would need to be diverted during 2022/2023 in contrast to those resources diverted in the two preceding financial years.

The report also detailed the measuring the value of the fraud function and focussing fraud function resources.

The aim of the Plan is to demonstrate the Council's ongoing commitment to tackle fraud, promote the highest levels of integrity, minimise the potential for reputational

damage, and ensure transparency by 'being seen to be getting its own house in order'.

The Committee discussed the following: -

- New resources making the service more proactive rather than reactive.
- Measurement against recommendations made in Audit Wales report and receiving an update report in future from the Interim / Director of Corporate Services.
- How quickly the team can deal with outstanding cases when the additional resources are in place.
- Highlighting the paragraph relating to the implications of the Bribery Act.

**Resolved** that the Anti-Fraud Plan for 2022/23 as provided at Appendix 3, be approved.

## **25 Annual Report of School Audits 2021-22.**

Nick Davies, Principal Auditor, presented a 'for information' report which provided a summary of the school audits undertaken by the Internal Audit Section during 2021-22 and identified some common issues found during the audits.

It was outlined that an audit of each primary, secondary and special school in Swansea was undertaken every 3 years. A standard audit programme existed for each school sector.

For a number of years, a report summarising the school audits undertaken each year had been prepared for the Director of Education and Governance & Audit Committee. The report also identified the common themes which had been found during the audits.

The School Audits Annual Report 2021-2022 was attached at Appendix A.

It was explained that during the year, two thematic audit reviews were successfully completed which covered School Meal Income (sQuid system) across the 22 primary schools that were due to be audited in the year. Also completed was an audit exercise for those schools to ensure that Disclosure & Baring Service (DBS) checks had been undertaken for all staff.

The thematic audit of unofficial funds was also completed, for the three remaining schools that failed to provide audit with the information required from the previous year's thematic review.

The team also carried out individual audits of one primary, one special, and four secondary school audits remotely during the year.

The Committee discussed the following: -

- Use of agency staff by schools and assurance that the agency staff are all DBS checked.

- Inclusion of risk management and assurance in audit reviews and schools self-assessment questionnaires.
- Role of the Primary Support Officer in the process.
- Audit reports being forwarded to the Head Teacher / Chair of Governors once finalised

The Chair requested that the Director of Education updates the Committee regarding risk / assurance when she provides her annual report to Committee later in the year. She thanked the Officers for providing a positive report.

## **26 Update Report South West Wales Corporate Joint Committee.**

Martin Nicholls, Interim Chief Executive presented a 'for information report which provided the Committee with an update on the current status and progress in relation to the new South West Wales Corporate Joint Committee (CJC).

It was outlined that since the last update to this Committee, 3 meetings of the CJC have now been held and had agreed a number of actions which were provided in the report.

It was added that the CJC was required to establish a sub-committee to be known as the Governance and Audit Sub-Committee. Nominations to this committee were agreed at the Annual Meeting of Council which agreed that the Chair of the Governance and Audit Committee in Swansea, Paula O'Connor, Councillor J W Jones and Councillor L V Walton were nominated as the Swansea Council Representative(s) to the Governance and Audit Sub-Committee. The first meeting of the Sub-Committee would be organised in due course.

In addition, the work programme for the year ahead would be set at the CJC meeting on 26 July 2022. This would consider each of the strands of the CJC which is regional transport plan, strategic development planning function and delivery of activities that contribute to the economic well-being.

Furthermore, the CJC budget meeting took place on 25 January 2022. The current agreed budget was set at £575k for 2022-2023. The CJC had set a zero financial budget for the 2021-2022 financial year and agreed that no levy be raised against constituent councils for that year but that to ensure fairness and equity across the region, the regional funding of the CJC would be set through a levy apportionment by population size. Swansea's share of this equates to £200k and was budgeted for accordingly.

It was noted that the financial position of the National Parks was yet to be determined but their financial contribution extended only to supporting the strategic planning aspect of the CJC.

During the course of 2022-2023, the forward programme for 2023-2024 would be developed and this would in turn link in directly with the future budget requirements.

The Committee discussed the following: -

- Future reporting requirements, especially when the CJC Governance & Audit Sub-Committee is established and including future CJC updates within Partnership update reports.
- The escalation of the costs of running the CJC, the impact upon the budget of the Authority, future budget implications.
- Working arrangements of CJC Governance & Audit Committee and Scrutiny Committee.

## **27 Internal Audit Report - Accounts Receivable Action Plan.**

Rachael Davies, Head of Human Resources & Service Centre and Michelle Davies, Cash Management & Accounts Receivable Manager presented a 'for information' report which provided an update for the Service Centre, Accounts Receivable function.

It was outlined that the Accounts Receivable (AR) Internal Audit was carried out in Quarter 1 2022 and the report was issued in March 2022. An assurance level of Moderate was again given. There was 1 High Risk and 2 Medium Risk action points, one of which was from previous audits that remained outstanding. All of the Audit action points had been reviewed and included in the AR strategy. The AR team had been given priorities and targets that were aligned with the corporate strategies and the Internal Audit action plan. However, it was anticipated that it would not be possible to complete all of these actions before the next audit report for reasons that had been outlined in previous reports.

The Committee were also updated regarding action points, debt recovery activities meetings, outstanding aged debt, write offs, referrals to Legal, service department liaison, disputed invoices and Legal Services liaison. Responses to specific points arising from the Committee meeting held on 15 June 2022 were also provided.

It was added that a review of the reporting methodology would be considered to allow some aspects currently captured to be better recorded in a different way. The new Head of Human Resources and Service Centre had commenced employment in June 2022 and had been tasked with development of an action plan, which would be regularly reported to Corporate Management Team (CMT).

Furthermore, options for investing in additional resource in the AR function would be investigated in order to improve the pace of recovery, given the current level of activity with existing resources. A further report demonstrating future progress would be provided to the Committee in January 2023.

The Deputy Chief Executive thanked the Accounts Receivable Team for providing a professional report considering the pressure they were under.

The Committee discussed the following: -

- Staff reductions in the Accounts Receivable Team since 2009.
- Percentage of outstanding debt at the end of the previous financial year.

- Differentiating between those who cannot pay with those who will not pay.
- Debt recovery process.
- The need for additional staff resources in AR.

The Chair thanked the Officers for a comprehensive report and for providing responses to queries raised at the Committee meeting held in June 2022.

**Resolved** that the Governance and Audit Committee notes that officers will continue to report to CMT on a quarterly basis as a further update on the debt position across the Authority.

## **28 Workforce Strategy.**

Adrian Chard, Strategic Human Resources and Organisational Development Manager presented a 'for information' report on the progress on the implementation of the Workforce Strategy for Swansea Council 2022 to 2027.

It was outlined that through consultations, it was agreed that the Strategy should cover a five-year period instead of the original three years. The report provided an update on Strategy activities and advised on the next steps. The Workforce Strategy was included at Appendix 1.

The report detailed a summary of the Strategy 2022-2027, the consultation process, delivery against key themes and the next steps.

The Deputy Chief Executive added that delivering the Strategy had been a long process and involved a whole workforce approach.

The Committee discussed the following: -

- The importance of taking longer in order to get things right.
- Objective assessments being undertaken after periods of time, e.g. 1-year / 2-year / 3-year intervals, either internally or externally by e.g. Audit Wales.
- Details of apprenticeships being provided to the Committee.
- Setting up of a staff group, monitoring of the Strategy and next steps.

## **29 Annual Complaints Report - Six Month Update.**

Sarah Lackenby, Head of Digital & Customer Services presented a 'for information' report which provided a six month update and assurance on the complaints handling process.

The Annual Complaints report 2020-21 was presented to the Committee in December 2021 and progress since that report was provided.

It was outlined that the Council attended the Public Services Ombudsman Wales (PSOW) annual sounding board meeting in March 2022 which allows the PSOW to gather feedback from public bodies and to then adapt / change ways of working. Training provided by PSOW had also been scheduled for Social Services staff in October 2022 which would cover complaints handling and investigation skills.

The report also detailed that all section 40 submissions to the PSOW were on time, progress on the new IT system for complaints and listed the key performance indicators ((KPI's) around both Corporate and Social Services complaints.

**30 Local Code of Corporate Governance: Framework of Assurance.**

Richard Rowlands, Strategic Delivery & Performance Manager presented a 'for information' report which provided the Local Code of Corporate Governance and how Swansea Council implements and provided assurance on it.

It was outlined that the Delivering Good Governance in Local Government Framework published by CIPFA and SOLACE in 2007 and reviewed in 2015, provided the standard for local authority governance in the UK. To achieve good governance, each local authority should be able to demonstrate that its governance structures comply with the core and subprinciples contained in the Framework.

It was added that the Council adopted a Local Code of Corporate Governance in 2017. The Accounts and Audit (Wales) Regulations 2014 required that a review of the effectiveness of the governance arrangements must be undertaken at least annually and reported on within the Authority e.g. to the Governance & Audit Committee. The Council had published an Annual Governance Statement to this effect and the Internal Audit section reviews the Council's governance arrangements on an annual basis.

The report detailed the Local Code of Corporate Governance and how Swansea Council implemented it and provided assurance that arrangements remained robust and fit for purpose.

The report detailed the Local Code of Corporate Governance and demonstrated the key principles, listing how the Authority achieved its aims. In addition, it listed the assurance provided by the Annual Governance Statement, including internal and external sources of assurance.

The Chair added that the report provided additional assurance regarding the activities of the Council.

**31 Overview of the Governance and Assurance arrangements of Partnerships and Collaborations.**

The Strategic Delivery & Performance Manager presented a 'for information' report which provided an overview of the governance and assurance arrangements of significant partnerships and collaborations.

The definition of good governance, as outlined in the 'Delivering Good Governance in Local Government Framework 2016', published by the Chartered Institute of Public Finance and Accountancy (CIPFA) and the Society of Local Authority Chief Executives (SOLACE), including the principles of good governance, was provided.

It was highlighted that to achieve good governance, the Council should be able to demonstrate that its governance structures complied with the core and subprinciples contained in the Framework. The Governance and Audit Committee reviewed the Council's Annual Governance Statement (AGS) on 31 May 2022 to assess how it has complied with its Code of Corporate Governance (informed by the CIPFA/SOLACE Framework 2016). The Governance and Audit Committee resolved that the AGS be approved subject to a number of amendments.

The complexity of the partnerships arrangements in Wales was outlined and it was noted that a Review of Strategic Partnerships in Wales commissioned by the Welsh Government and the WLGA in June 2020, concluded that despite numerous reviews and recommendations focused on improving the alignment and rationalisation of Partnerships, the landscape remained crowded and complex. A number of concerns which related to Governance and accountability arrangements were also raised.

The report also provided an overview of the Governance and assurance arrangements of 5 key significant Partnerships and collaborations as follows:

- South West Wales Corporate Joint Committee (CJC);
- Swansea's Public Service Board (PSB);
- West Glamorgan Regional Health and Social Care Partnership;
- Swansea Bay City Deal (SBCD); and
- Partneriaeth / ERW.

### **32 Governance & Audit Committee Action Tracker Report.**

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

### **33 Governance & Audit Committee – Work Plan 2022/23.**

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

It was noted that as there was no business to transact at the meeting scheduled for 10 August 2022, the meeting would be cancelled.

The Chair added that the Scrutiny Programme Committee was scheduled to meet on 19 July 2022 and their work programme would be included with future Governance & Audit Committee Work Plan reports.

The meeting ended at 4.25 pm

**Chair**

# Agenda Item 4



## Report of the Chief Auditor

Governance & Audit Committee – 27 September 2022

### Internal Audit Monitoring Report Quarter 1 – 2022/23

|                                    |  |
|------------------------------------|--|
| <b>Purpose:</b>                    | This report shows the audits finalised and any other work undertaken by the Internal Audit Section during the period 1 April 2022 to 30 June 2022. |
| <b>Policy Framework:</b>           | None.  |
| <b>Consultation:</b>               | Legal, Finance, Access to Services.  |
| <b>Report Author:</b>              | Simon Cockings   |
| <b>Finance Officer:</b>            | Ben Smith  |
| <b>Legal Officer:</b>              | Debbie Smith   |
| <b>Access to Services Officer:</b> | Catherine Window   |
| <b>For Information</b>             |  |

#### 1. Introduction

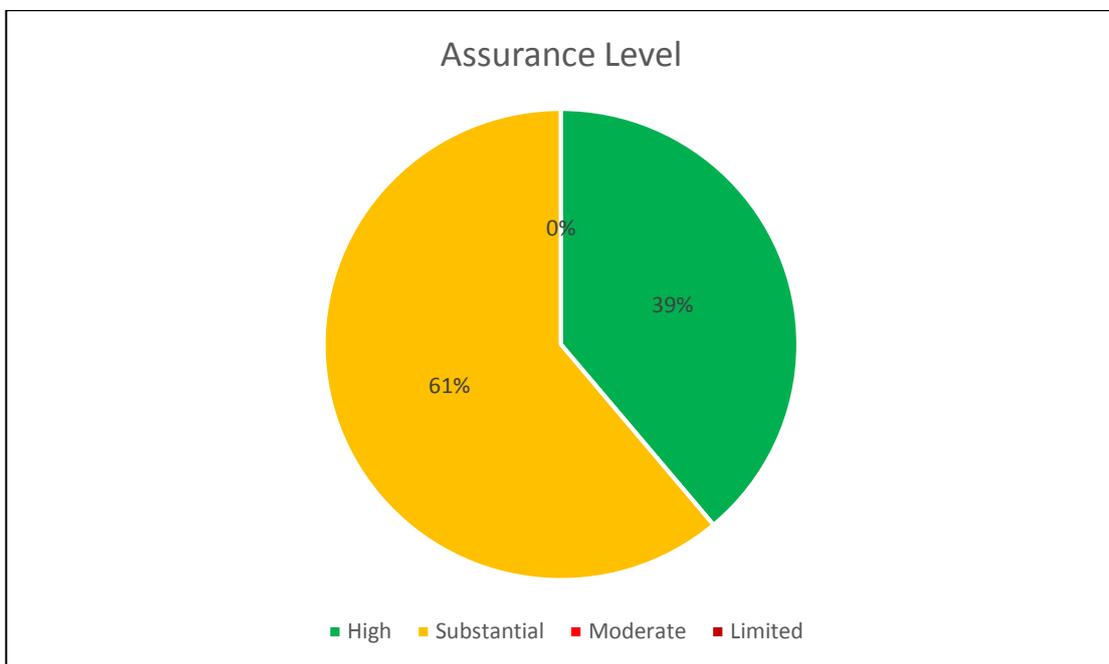
- 1.1 The Internal Audit Annual Plan 2022/23 was approved by the Governance & Audit Committee on 12 April 2022. This is the first quarterly monitoring report to be presented to allow the Committee to review and comment upon the progress of the Internal Audit Section in achieving the Annual Plan.
- 1.2 This report shows the audits finalised in the period 1 April 2022 to 30 June 2022.

**2. Audits Finalised 1 April 2022 to 30 June 2022**

2.1 A total of 18 audits were finalised during the quarter. The audits finalised are listed in Appendix 1 which also shows the level of assurance given at the end of the audit and the number of recommendations made and agreed. Appendix 2 provides a summary of the scope of the reviews finalised during the period.

2.2 An analysis of the assurance levels of the audits finalised is shown in the following table.

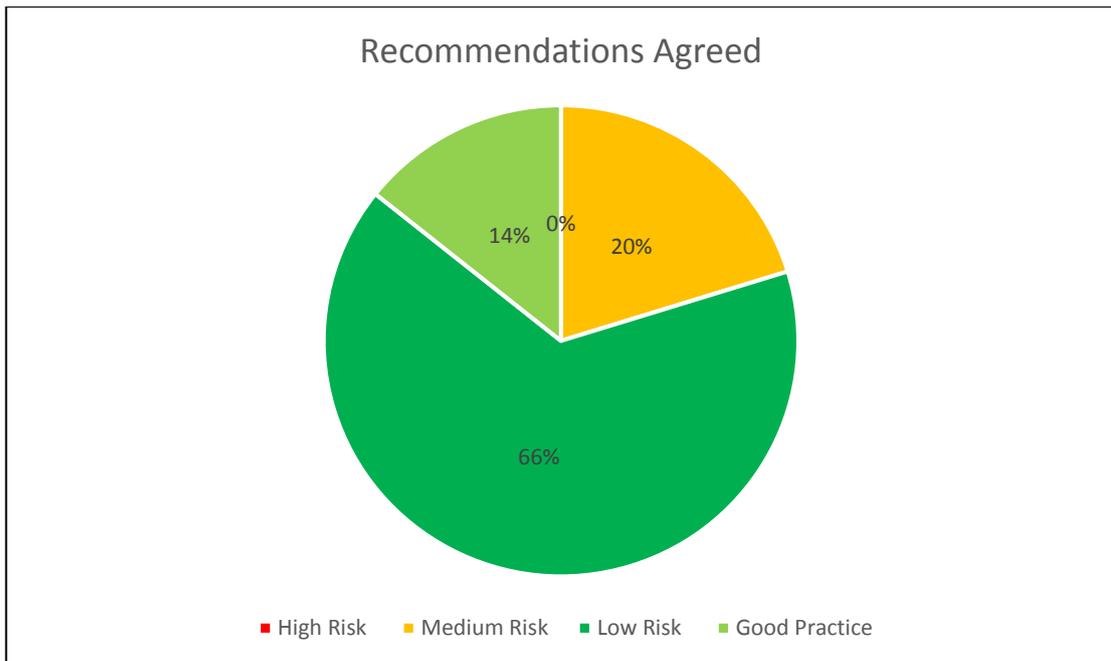
| Assurance Level | High | Substantial | Moderate | Limited | Total |
|-----------------|------|-------------|----------|---------|-------|
| Number          | 7    | 11          | 0        | 0       | 18    |



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

2.4 All recommendations made are classified as high risk, medium risk, low risk or good practice. An analysis of the recommendations agreed during the quarter is shown in the following table:

| Risk Level | High Risk | Medium Risk | Low Risk | Good Practice | Total |
|------------|-----------|-------------|----------|---------------|-------|
| Number     | 0         | 17          | 55       | 12            | 84    |



- 2.5 The implementation status for those audits that have been subject to a standard follow-up in the quarter is reported separately in the Recommendation Follow-up Report. This includes all follow-ups completed, except for the fundamental audits as the outcome of these follow-up reviews is reported to the Committee via the Fundamental Audit Recommendation Tracker Report.
- 2.6 The Audit Plan is a 'living' document which is likely to change during the course of the year due to e.g. emerging risks or new priorities. However it is important that the Committee can monitor progress against the plan approved at the start of the year. To achieve this, Appendix 3 shows each audit included in the Plan approved by Committee on the 12 April 2022 and identifies the position of each audit as at 30 June 2022.
- 2.7 As reported previously, due to the Covid-19 pandemic and as a result of the Council wide response to the advice issued by Central and Welsh Government, all Internal Audit staff have been working remotely from home since the end of March 2020. This continued to be the case throughout the quarter.
- 2.8 Some of the team's time has been taken up in the quarter assisting with the office move within the Guildhall. The team now has access to a shared agile working area within the Guildhall which may be used for up to three days a week.
- 2.9 As a result of further easing of covid-19 restrictions, the audit team are also now able to resume site visits to complete on site testing where necessary.
- 2.10 An analysis of the details in Appendix 3 shows that as at 30/06/22, 9 audit activities from the 2022/23 audit plan had been completed to at least draft

report stage (7%), with an additional 21 audits noted as being in progress (16%). As a result approximately 23% of the audit activities included in the 2022/23 Audit Plan had either completed or were in progress. In addition, 9 audits from the 2021/22 audit plan were finalised in the quarter (marked with \* in Appendix 1) and the audit of Discretionary Payments from the 2021/22 audit plan was issued as draft in the quarter which has since been finalised in quarter 2.

- 2.11 Staff sickness within the Internal Audit Team has been significant during the quarter, with a total of 32 days absence recorded. At the time of compiling this report, two members of staff continue to be absent due to long-term sickness.
- 2.12 In addition to the sickness absence noted above, two auditors left the team during the quarter. One has retired and the other has moved to a different position within the Council. As a result, we currently have two vacancies within the team. The posts are currently being advertised and we hope to be able to fill the positions as soon as possible.
- 2.13 There were no audit reports with a “Moderate” assurance level issued in the quarter.

### **3. Follow Up’s completed 1 April 2022 to 30 June 2022**

- 3.1 The follow up procedures operated by the Internal Audit Section include visits to any non-fundamental audits which received a moderate or limited level of assurance to confirm and test that action has been taken by management to address the concerns raised during the original audit.
- 3.2 The follow up visit is usually within 6 months of the final report being issued and includes testing to ensure that any high or medium risk recommendations have been implemented. Where agreed recommendations have not been implemented, this will be reported to the appropriate Head of Service (or Chair of the Governing Body in the case of schools) and the Director of Finance & Section 151 Officer.
- 3.3 There were no audit reports with a “Moderate” assurance level followed up in the quarter.

### **4 Integrated Assessment Implications**

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

- Foster good relations between people who share a protected characteristic and those who do not.
- Deliver better outcomes for those people who experience socio-economic disadvantage
- Consider opportunities for people to use the Welsh language
- Treat the Welsh language no less favourably than English.
- Ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs.

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

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

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

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

## 5. Financial Implications

5.1 There are no financial implications associated with this report.

## 6. Legal Implications

6.1 There are no legal implications associated with this report.

**Background Papers:** Internal Audit Plan 2022/23

**Appendices:** Appendix 1 - Audits Finalised Q1 2022/23

Appendix 2 - Summary of Scope of Audits Finalised Q1 2022/23

Appendix 3 - Internal Audit Plan 2022/23 - Progress to 30/06/22

Appendix 4 – Integrated Impact Assessment

## MONITORING REPORT Q1 2022/23 - AUDITS FINALISED

| Audit Area / Head of Service                       | Audit Title   | Date Finalised | Assurance Level | Recommendations |           |            |
|--|---|----------------|-----------------|-----------------|-----------|------------|
|  |   |                |                 | Made            | Agreed    | Not Agreed |
| Cross Cutting Reviews                              | Local Government and Elections (Wales) Bill *       | 11/04/22       | High            | 1               | 1         | 0          |
| Highways & Transportation                          | Building Services - Control of Contracts *          | 20/04/22       | High            | 0               | 0         | 0          |
| Child & Family Services                            | Foster Swansea                                      | 28/04/22       | High            | 0               | 0         | 0          |
| Communications & Marketing                         | Communications and Public Relations Team            | 19/05/22       | High            | 3               | 3         | 0          |
| Cultural Services                                  | Tourism and Marketing                               | 24/05/22       | High            | 6               | 6         | 0          |
| Cross Cutting Reviews                              | Corporate Governance Review 2021/22 *               | 16/06/22       | High            | 2               | 2         | 0          |
| Legal, Democratic Services & Business Intelligence | Coroners Service                                    | 29/06/22       | High            | 1               | 1         | 0          |
| Planning & City Regeneration                       | Nature Conservation *                               | 22/04/22       | Substantial     | 11              | 11        | 0          |
| Cultural Services                                  | St Helen's Ground                                   | 26/04/22       | Substantial     | 3               | 3         | 0          |
| Commercial Services                                | Education - Review of Contracts *                   | 10/05/22       | Substantial     | 1               | 1         | 0          |
| Housing & Public Health                            | Burials and Cremations                              | 19/05/22       | Substantial     | 9               | 9         | 0          |
| Highways & Transportation                          | Swansea City Bus Station                            | 24/05/22       | Substantial     | 5               | 5         | 0          |
| Highways & Transportation                          | Transport Depot                                     | 25/05/22       | Substantial     | 10              | 10        | 0          |
| Chief Transformation Officer Audits                | Employment of Agency Staff *                        | 01/06/22       | Substantial     | 5               | 5         | 0          |
| Digital & Customer Services                        | ICT Administration (inc. ICT Assets) *              | 08/06/22       | Substantial     | 4               | 4         | 0          |
| Child & Family Services                            | Nant-y-Felin Children's Home *                      | 16/06/22       | Substantial     | 13              | 13        | 0          |
| Digital & Customer Services                        | Blue Badges   | 16/06/22       | Substantial     | 3               | 3         | 0          |
| Child & Family Services                            | Swansea Children's Centre & Mayhill Family Centre * | 30/06/22       | Substantial     | 7               | 7         | 0          |
|  |   |                | <b>Total</b>    | <b>84</b>       | <b>84</b> | <b>0</b>   |

Audits completed from the 2021/22 audit plan

## MONITORING REPORT Q1 2022/23 - SUMMARY OF SCOPE OF AUDITS FINALISED

| Audit Area / Head of Service                       | Audit Title                                   | Assurance Level | Audit Scope  | Key Findings / Risks |
|--|---|-----------------|--|----------------------|
| Cross Cutting Reviews                              | Local Government and Elections (Wales) Bill * | High            | <i>A review was undertaken to independently assess whether the key provisions of the Act have been, or are in the process of being implemented, in line with prescribed timescales and that there is sufficient evidence to demonstrate and support the implementation.</i>  | None                 |
| Highways & Transportation                          | Building Services - Control of Contracts      | High            | <i>The audit reviewed the procedures in place and included detailed testing on the following areas: Interim Payments, Final Accounts, Monitoring and Records, GDPR / Data Retention.</i>   | None                 |
| Child & Family Services                            | Foster Swansea                                | High            | <i>testing on the following areas: Foster Carers have been subject to an approval and review process, Placements with Foster Carers are accurately recorded, Payments to Foster Carers are in accordance with agreed allowances, Payments to Foster Carers are properly approved, Overpayments are recovered, DBS, GDPR &amp; Data Retention</i>   | None                 |
| Communications & Marketing                         | Communications and Public Relations Team      | High            | <i>The audit reviewed the procedures in place and included detailed testing in the following areas: Expenditure Including Purchase Cards (P-Cards), Cash / Credit Income, Employee Travel Expenses, Personnel Records, Service Level Agreements (credit income), Inventory, GDPR &amp; Data Retention</i>  | None                 |
| Cultural Services                                  | Tourism and Marketing                         | High            | <i>The audit reviewed the procedures in place and included detailed testing on the following areas: Expenditure, Purchase Card, Credit Income, Inventory, Personnel Records, GDPR &amp; Data Retention</i>   | None                 |
| Cross Cutting Reviews                              | Corporate Governance Review 2021/22 *         | High            | <i>The audit reviewed the procedures in place and included testing on the following areas: Council's Constitution, Senior Management Meetings, Service Plans, Senior Management Assurance Statements, Risk Management, Scrutiny, Decision Making at Committees, Audit Committee, Internal Audit</i>  | None                 |
| Legal, Democratic Services & Business Intelligence | Coroners Service                              | High            | <i>The audit reviewed the procedures in place and included detailed testing on the following areas: Relationship between the Council and Coroner's Office, Expenditure, Juror &amp; Witness Expenses, Post Mortem Referrals &amp; Fees, Calculation of Coroner's Salary, Coroner's Annual Return, Coroner Database, Business Continuity &amp; Disaster Recovery, GDPR &amp; Data Retention</i> | None                 |

## MONITORING REPORT Q1 2022/23 - SUMMARY OF SCOPE OF AUDITS FINALISED

|                              |                                   |             |   |  |
|------------------------------|-----------------------------------|-------------|---|--|
| Planning & City Regeneration | Nature Conservation *             | Substantial | <i>The audit reviewed the procedures in place and included detailed testing on the following areas: Expenditure, Purchase Card, Credit Income, Grants, Inventory, Personnel Records, Vehicles, GDPR</i>   | <i>Documentation requested in relation to three grants received was not available for review at the time of the audit. Some additional low risk and good practice recommendations also noted.</i>  |
| Cultural Services            | St Helen's Ground                 | Substantial | <i>The audit reviewed the procedures in place and included detailed testing on the following areas: Licence Agreements, Booking Applications, Credit Income, Expenditure.</i>   | <i>Two instances were noted where there was a delay in raising invoices for ground hire. A small number of unpaid invoices were also identified and the section was not receiving the disputed invoice listing from Accounts Receivable for review/action.</i>   |
| Commercial Services          | Education - Review of Contracts * | Substantial | <i>Compliance with the Council's Contract Procedure Rules (CPRs) by officers in the Education directorate. The audit examined a sample of eligible payments and checked whether a Contract or CPR8 Waiver had been approved by the Procurement Team, The contract was recorded in the Contract Register or Waiver Register and The purchase was within contract or waiver period.</i> | <i>Of a sample of ten payments selected, four payments to three suppliers were noted where no contract or waiver was in place. All payments related to ALN Independent Placements and the responsible officer was in the process of negotiating contracts with the suppliers concerned.</i>                |
| Housing & Public Health      | Burials and Cremations            | Substantial | <i>The audit reviewed the procedures in place and included detailed testing on the following areas: Burials, Cremations, Expenditure, P-card Expenditure, Inventory, Travel Expenses, Employees, Computer System, GDPR &amp; Data Retention</i>   | <i>Nine low risk recommendations made, two of which were repeated from the previous audit relating to the lack of a waiver being in place for a specialist supplier used by the department, and also the use of a P-card for purchases with a supplier that has a corporate contract with the Council.</i> |
| Highways & Transportation    | Swansea City Bus Station          | Substantial | <i>The audit reviewed the procedures in place and included detailed testing on the following areas: Income, Personnel Records, Inventory, Expenditure including Purchase Cards (P-cards), GDPR and Data Retention</i>   | <i>18 unpaid invoices to five transport providers totalling £9.5k were noted as being unpaid in excess of 12 months. The disputed invoice listing was not being received by the Bus Station Manager.</i>   |
| Highways & Transportation    | Transport Depot                   | Substantial | <i>The scope of the audit covered the following areas: Expenditure, Purchase Card (P-Card), Income, Budget monitoring, Employee costs, Management of vehicles and drivers, Vehicle maintenance, Live Kilometre Service Grant, Inventory, stocks and stores, Wheels-2-Work scheme, DBS Checks, GDPR/Retention of data</i>  | <i>7 low risk and 3 good practice recommendations made, 4 of the low risk and one of the good practice recommendations were repeated from the previous audit.</i>  |

## MONITORING REPORT Q1 2022/23 - SUMMARY OF SCOPE OF AUDITS FINALISED

|                                     |  |             |   |   |
|-------------------------------------|--|-------------|---|---|
| Chief Transformation Officer Audits | Employment of Agency Staff *           | Substantial | <i>The objective of the audit was to test compliance with the Council's Agency Workers Policy and it reviewed the following matters: Preparation of Business Case, Budgetary Provision, Head of Service Approval, Checks on DBS/Social Services Registrations, Completion of Purchase Orders, Engagements over 12 weeks</i>   | <i>Payments for Agency Workers were examined for the period September 2021 to January 2022 and 15 engagements were selected for testing. For 2 engagements, no confirmation of budget provision or Head of Service approval of a business case was available. Recommendations were repeated from the previous audit.</i>  |
| Digital & Customer Services         | ICT Administration (inc. ICT Assets) * | Substantial | <i>The audit reviewed the procedures in place and included detailed testing on the following areas: Expenditure – Digital Services, Purchase Card (P-Card) Expenditure and Administration, School Orders and Recharges, Income, Inventory – Purchases &amp; Disposals, Travel Expenses, Overtime Payments, Vehicles</i>   | <i>Expenditure testing revealed one instance where the purchase order had been created after the receipt of the invoice. Cumulative spend with in excess of £10k was noted where there was no contract or waiver in place and CPR's had not been followed. We were advised that these payments were urgent due to the Covid response.</i>   |
| Child & Family Services             | Nant-y-Felin Children's Home *         | Substantial | <i>The audit reviewed the procedures in place and included detailed testing in the following areas: Expenditure including P-card Administration and Transactions, Income, Budget Monitoring, Occupancy Levels, Grants, Inventory, Security, Personal Property, Petty Cash, Cash Held on Site, Pocket Monies, Travel Expenses, Employee Records, Vehicles, GDPR &amp; Data Retention</i> | <i>Some purchase card transactions had not been coded correctly to allow the reclaiming of VAT on the transactions. Sample testing of overtime / on call payments revealed that one employee had overclaimed overtime as the stand-by/on-call policy had been misinterpreted, in some cases incomplete records were kept for on-call/stand-by shifts and the staff attendance time log book was not being accurately maintained. Some additional low risk and good practice recommendations also noted.</i>                   |
| Digital & Customer Services         | Blue Badges                            | Substantial | <i>The audit reviewed the procedures in place and included detailed testing on the following areas: Policies/Procedures, Applications &amp; Outcomes, Damaged &amp; Revoked badges, GDPR</i>  | <i>Of a sample of 20 badges issued, there was no reason for re-issuing the badge recorded on the Civica system for one of the badges. Of a sample of ten damaged/revoked badges re-issued, the reason recorded on the Blue Badge DB system could not be reconciled to the supporting paperwork recorded on the Civica system as a Decision Form had not been completed linking the information on the two systems. However, the auditor was satisfied that the badges had been correctly issued based on the system data.</i> |

## MONITORING REPORT Q1 2022/23 - SUMMARY OF SCOPE OF AUDITS FINALISED

|                         |   |             |   |  |
|-------------------------|---|-------------|---|--|
| Child & Family Services | Swansea Children's Centre & Mayhill Family Centre * | Substantial | The audit reviewed the procedures in place and included detailed testing on the following areas: Expenditure, Purchase Card, Income, Inventory, Petty Cash, Unofficial Fund, Travel Expenses, Personnel Records, Vehicles, Health and Safety, GDPR & Data Retention | Delays were noted in the banking of cash collected for the Play Scheme and After School Clubs. We were advised that this was due to the pandemic. Income of £2k relating to Oct-Feb was banked in February. There is one unofficial fund in place at the centre, which had not been audited since 2013. Some additional low risk and good practice recommendations also noted. |
|                         |   |             |   |  |

| <b>Audit Title</b>   | <b>Risk Rating</b> | <b>Status as at 30/06/2022</b> | <b>Corporate Priority</b> | <b>Days</b> |
|--|--------------------|--------------------------------|---------------------------|-------------|
| <b>Level 1 – Cross Cutting Reviews – Council Governance &amp; Control</b>                  |                    |                                |                           |             |
| Review of Departmental Gifts & Hospitality Registers                                       | Med/High           | In Progress                    | Cross Cutting             | 15          |
| Corporate Governance Review  | Med/High           | Planned                        | Cross Cutting             | 15          |
| Safeguarding   | Med/Low            | In Progress                    | Cross Cutting             | 10          |
| Achieving Better Together – Transformation (inc. workforce strategy and savings delivery)* | New                | Planned                        | Cross Cutting             | 15          |
| Oracle Cloud / Fusion Project  | New                | Planned                        | Cross Cutting             | 10          |
| Regional Working   | New                | Planned                        | Cross Cutting             | 10          |
| Sickness & Overtime Review   | New                | Planned                        | Cross Cutting             | 15          |
| Risk Management  | Med/High           | Planned                        | Cross Cutting             | 15          |
| <b>Level 2 – Fundamental Systems - Section 151 Officer Assurance</b>                       |                    |                                |                           |             |
| <b>Financial Services &amp; Service Centre – (1) Annual Audit, (2) 2-yearly Audit</b>      |                    |                                |                           |             |
| Employee Services (1)  | Med/High           | In Progress                    | Section 151 Assurance     | 30          |
| Accounts Receivable (1)  | High               | Planned                        | Section 151 Assurance     | 35          |
| Business Rates (NNDR) (1)  | Med                | Planned                        | Section 151 Assurance     | 20          |
| Treasury Management Borrowing & Investments (2)  | Med                | In Progress                    | Section 151 Assurance     | 18          |
| Accounts Payable (1)   | Med                | Planned                        | Section 151 Assurance     | 35          |
| Cash (2)   | Med                | Planned                        | Section 151 Assurance     | 30          |
| Council Tax (2)  | Med/High           | Allocated                      | Section 151 Assurance     | 30          |
| Main Accounting System (2)   | Med                | Allocated                      | Section 151 Assurance     | 20          |
| <b>Level 3 – Service Level Audits – Other Assurance</b>                                    |                    |                                |                           |             |
| <b>Education Planning &amp; Resources</b>  |                    |                                |                           |             |
| Cefn Hengoed Comprehensive School  | Med                | In Progress                    | Education                 | 10          |
| Penyreheol Comprehensive School  | Med                | In Progress                    | Education                 | 10          |
| Dylan Thomas Comprehensive School  | Med                | In Progress                    | Education                 | 10          |
| Gowerton Comprehensive School  | Med                | Allocated                      | Education                 | 10          |
| School Kitchens  | Med/High           | Planned                        | Education                 | 15          |
| Catering & Cleaning HQ*  | Med                | Planned                        | Education                 | 10          |
| Primary School Procurement – Thematic  | Med                | Allocated                      | Education                 | 15          |
| Decarbonisation Programme  | New                | Allocated                      | Education                 | 10          |
| Business Manager Remuneration Review   | New                | In Progress                    | Education                 | 10          |

|  |          |              |                                   |    |
|--|----------|--------------|-----------------------------------|----|
| Headteachers Remuneration above recommended Individual School Range Review | New      | In Progress  | Education                         | 10 |
| IR35 Employment Status of Individuals - Thematic                           | New      | Planned      | Education                         | 10 |
| <b>Vulnerable Learner Service</b>  |          |              |                                   |    |
| Elective Home Education Provision  | New      | Allocated    | Education, Safeguarding & Poverty | 10 |
| EOTAS Value for Money Review   | New      | Planned      | Education, Safeguarding & Poverty | 5  |
| <b>Education Grants &amp; Other</b>  |          |              |                                   |    |
| Schools Annual Report  | n/a      | In Progress  | Education, Safeguarding & Poverty | 3  |
| Regional Consortia School Improvement Grant                                | n/a      | Allocated    | Education, Safeguarding & Poverty | 15 |
| Pupil Deprivation Grant  | n/a      | Allocated    | Education, Safeguarding & Poverty | 15 |
| <b>Child &amp; Family Services</b>   |          |              |                                   |    |
| Emergency Duties Team  | Med      | Planned      | Safeguarding                      | 10 |
| Adoption Allowances*   | Med      | In Progress  | Safeguarding                      | 10 |
| Western Bay Adoption Services  | Med/Low  | In Progress  | Safeguarding                      | 15 |
| Foster Swansea   | Med      | Final Issued | Safeguarding                      | 10 |
| Youth Provision in Early Help  | Med      | Planned      | Safeguarding                      | 15 |
| Residential & Outdoor Centres*   | Med      | Allocated    | Safeguarding                      | 10 |
| <b>Adult Services</b>  |          |              |                                   |    |
| Home Care*   | Med/High | Allocated    | Safeguarding                      | 10 |
| West Glamorgan Regional Partnership  | New      | Planned      | Safeguarding                      | 5  |
| All Wales Community Care Information System (WCCIS)                        | New      | In Progress  | Safeguarding                      | 10 |
| Fforestfach Day Services   | Low      | Planned      | Safeguarding                      | 10 |
| CREST*   | Med      | Allocated    | Safeguarding                      | 10 |
| Housing Support Grant  | n/a      | Allocated    | Safeguarding                      | 10 |
| Enable Support for Independent Living Grant                                | n/a      | Allocated    | Safeguarding                      | 10 |
| <b>Adult Services – Directorate Services</b>                               |          |              |                                   |    |
| Client Property & Finance  | Med      | Planned      | Safeguarding                      | 15 |
| Review of Transitional Placement Agreements                                | New      | Planned      | Safeguarding                      | 10 |
| <b>Tackling Poverty</b>  |          |              |                                   |    |
| Local Area Coordinator Review  | New      | Planned      | Poverty                           | 5  |
| <b>Building Services</b>   |          |              |                                   |    |

|   |          |              |   |    |
|---|----------|--------------|---|----|
| Heol y Gors – Stores, Admin & Finance, Oracle T&L*                            | Med/High | Planned      | Economy & Infrastructure, Safeguarding            | 20 |
| Heol y Gors – Plant & Transport   | Med/Low  | Planned      | Economy & Infrastructure, Safeguarding            | 7  |
| Day to Day Repairs / Maintenance Section*                                     | Med      | Allocated    | Economy & Infrastructure, Safeguarding            | 20 |
| <b>Property Services</b>  |          |              |   |    |
| Quadrant Rents & Estates Management (inc. Rentals)                            | Med      | In Progress  | Economy & Infrastructure                          | 10 |
| <b>Waste Management &amp; Parks</b>   |          |              |   |    |
| Waste Management  | Med      | Allocated    | Economy & Infrastructure, Resource & Biodiversity | 10 |
| Grounds Maintenance & Central Operations (inc. Burials, Stores and Workshops) | Med/Low  | Allocated    | Economy & Infrastructure, Resource & Biodiversity | 15 |
| Cleansing Strategy  | New      | Planned      | Economy & Infrastructure, Resource & Biodiversity | 5  |
| <b>Highways &amp; Transportation</b>  |          |              |   |    |
| Transport Support   | Med      | Planned      | Economy & Infrastructure                          | 10 |
| Concessionary Bus Fares   | Med      | Planned      | Economy & Infrastructure                          | 5  |
| Civil Parking Enforcement   | Med/Low  | Allocated    | Economy & Infrastructure                          | 20 |
| Swansea City Bus Station  | Med      | Final Issued | Economy & Infrastructure                          | 8  |
| Advance Payment Code  | Med      | Planned      | Economy & Infrastructure                          | 8  |
| Streetworks   | Med      | Planned      | Economy & Infrastructure                          | 10 |
| Fleet Maintenance   | Med/High | Planned      | Economy & Infrastructure                          | 15 |
| Traffic Orders  | High     | In Progress  | Economy & Infrastructure                          | 10 |
| Transport Depot   | Med      | Final Issued | Economy & Infrastructure                          | 15 |
| Live Kilometre Support Grant  | n/a      | Allocated    | Economy & Infrastructure                          | 5  |
| <b>Housing &amp; Public Health</b>  |          |              |   |    |
| Housing Options   | Med      | Allocated    | Poverty, Safeguarding                             | 20 |
| Leasehold Properties  | Med      | Allocated    | Poverty, Safeguarding                             | 15 |
| Furnished Tenancy Scheme  | Med/Low  | Planned      | Poverty, Safeguarding                             | 12 |
| Home Improvement Team   | Med      | Allocated    | Poverty, Safeguarding                             | 10 |
| Application Controls – CX System (Flare Replacement)*                         | Med      | Allocated    | Poverty, Safeguarding                             | 5  |
| Burials & Cremations – Swansea Crematorium                                    | Med      | Final Issued | Poverty, Safeguarding                             | 10 |
| Trading Standards Division  | Med/Low  | Planned      | Poverty, Safeguarding                             | 10 |
| Licensing Division  | High     | Allocated    | Poverty, Safeguarding                             | 15 |
| Rechargeable Works*   | Med      | Allocated    | Poverty, Safeguarding                             | 15 |
| Pollution Control Division  | Med      | Planned      | Poverty, Safeguarding                             | 10 |
| Welsh Housing Quality Standards   | New      | Planned      | Poverty, Safeguarding                             | 10 |

| Cultural Services                                 |          |              |  |    |
|---|----------|--------------|--|----|
| Foreshore & Lettings (inc. Land Train & Caravans) | Med/High | In Progress  | Economy & Infrastructure                           | 15 |
| St Helen's Ground                                 | Med/Low  | Final Issued | Economy & Infrastructure                           | 5  |
| Spot Checks                                       | Med      | Allocated    | Economy & Infrastructure                           | 5  |
| Libraries Admin & Central Library*                | Med      | Allocated    | Economy & Infrastructure                           | 15 |
| Tourism Marketing                                 | Med      | Final Issued | Economy & Infrastructure                           | 10 |
| Planning & City Regeneration                      |          |              |  |    |
| Swansea Market                                    | Low      | Planned      | Economy & Infrastructure, Resources & Biodiversity | 20 |
| Economic Development – Admin                      | Med      | In Progress  | Economy & Infrastructure, Resources & Biodiversity | 10 |
| External Funding Team                             | Med      | Allocated    | Economy & Infrastructure, Resources & Biodiversity | 5  |
| Planning Services – Administration & Fees         | Med      | In Progress  | Economy & Infrastructure, Resources & Biodiversity | 15 |
| Section 106 Agreements                            | Med/High | Allocated    | Economy & Infrastructure, Resources & Biodiversity | 10 |
| Communications & Marketing                        |          |              |  |    |
| Communications & Public Relations                 | Med      | Final Issued | Transformation & Council Development               | 10 |
| Corporate Marketing                               | Low      | Allocated    | Transformation & Council Development               | 7  |
| Civic Admin/Mayoral Service/Mansion House*        | Med      | Allocated    | Transformation & Council Development               | 10 |
| Design Print                                      | Med      | In Progress  | Transformation & Council Development               | 15 |
| Emergency Planning & Business Continuity*         | Med      | Allocated    | Transformation & Council Development               | 10 |
| Health & Safety (inc. Wellbeing)                  | Med/Low  | Planned      | Transformation & Council Development               | 10 |
| Financial Services & Service Centre               |          |              |  |    |
| Cashiers Office – CCI Reconciliation              | Med/High | Planned      | Section 151 Assurance                              | 5  |
| Write-Off Requests                                | n/a      | Planned      | Section 151 Assurance                              | 5  |
| Cashiers Write-off's                              | n/a      | Planned      | Section 151 Assurance                              | 5  |
| Insurance   | Med      | In Progress  | Section 151 Assurance                              | 10 |
| Taxation – VAT                                    | Med      | Planned      | Section 151 Assurance                              | 10 |
| Pension Fund Other Transactions                   | Med      | Planned      | Section 151 Assurance                              | 10 |
| AP Project Bank Accounts                          | New      | Planned      | Section 151 Assurance                              | 8  |
| Non-Residential Care                              | Med/High | Allocated    | Section 151 Assurance, Safeguarding                | 25 |
| Purchase Card Transactions Monthly Review         | Med      | In Progress  | Section 151 Assurance                              | 10 |
| Purchase Card Administration                      | Med/Low  | Planned      | Section 151 Assurance                              | 15 |

|   |          |              |                                      |    |
|---|----------|--------------|--------------------------------------|----|
| Application Controls – Foster Care System                         | Med      | Planned      | Section 151 Assurance                | 5  |
| <b>Legal, Democratic Services &amp; Business Intelligence</b>     |          |              |                                      |    |
| Coroners Service  | Med      | Final Issued | Monitoring Officer Assurance         | 12 |
| Election Expenses (Local Government Elections)                    | n/a      | Planned      | Monitoring Officer Assurance         | 10 |
| Legal Services Management of Risk                                 | Med      | Planned      | Monitoring Officer Assurance         | 10 |
| Welsh Translation Unit  | Med      | Allocated    | Monitoring Officer Assurance         | 10 |
| <b>Commercial Services</b>  |          |              |                                      |    |
| Review of Contracts in IT   | New      | Allocated    | Section 151 Assurance                | 10 |
| Review of invoices paid with retrospective order placed on Oracle | Med/High | Planned      | Section 151 Assurance                | 10 |
| Formal Contracts & Waivers  | New      | Planned      | Section 151 Assurance                | 10 |
| <b>Digital &amp; Customer Services Audits</b>                     |          |              |                                      |    |
| Blue Badges   | Med/Low  | Final Issued | Transformation & Council Development | 5  |
| Corporate Complaints  | Med      | Planned      | Transformation & Council Development | 8  |
| Corporate Learning & Development Team*                            | New      | Allocated    | Transformation & Council Development | 5  |
| Management of Absence   | Med/High | Planned      | Transformation & Council Development | 10 |
| <b>Contract Audits</b>  |          |              |                                      |    |
| Contracts Register  | Med      | Planned      | Transformation & Council Development | 10 |
| <b>Computer Audits</b>  |          |              |                                      |    |
| Internet Controls – Corporate Network                             | Med/Low  | Planned      | Transformation & Council Development | 10 |
| Web Development   | New      | Planned      | Transformation & Council Development | 10 |
| Physical & Environmental Controls                                 | Med      | Planned      | Transformation & Council Development | 10 |
| Software Licences (FAST)  | Med      | Planned      | Transformation & Council Development | 5  |
| Change Controls (CIPFA Matrix)                                    | Med      | Planned      | Transformation & Council Development | 5  |
| Change Control –Oracle*   | Med      | Allocated    | Transformation & Council Development | 5  |
| Digital Strategy  | Med      | Planned      | Transformation & Council Development | 10 |
| Use of Idea - Data Matching NFI                                   | n/a      | Planned      | Section 151 Assurance                | 5  |
| <b>Projects &amp; Special Investigations</b>                      |          |              |                                      |    |
| Unpresented Cheques   | n/a      | Planned      | Section 151 Assurance                | 5  |
| Galileo Management System   | n/a      | Planned      | Section 151 Assurance                | 10 |
| Annual Plan & Annual Report                                       | n/a      | Planned      | Section 151 Assurance                | 5  |

|  |     |         |                                      |    |
|--|-----|---------|--------------------------------------|----|
| Annual Consultation Exercise                         | n/a | Planned | Section 151 Assurance                | 10 |
| Recommendation Tracker Exercise                      | n/a | Planned | Section 151 Assurance                | 5  |
| Follow-ups   | n/a | Planned | Section 151 Assurance                | 20 |
| PSIAS External Inspection                            | n/a | Planned | Section 151 Assurance                | 10 |
| <b>Miscellaneous Audits</b>                          |     |         |                                      |    |
| Swansea Central Phase 1 Programme & City Deal Update | New | Planned | Transformation & Council Development | 10 |

\* Audits deferred from 2021/22 plan.

**Cross Cutting Audits** – 105 days

**Section 151 Officer Assurance** – 426 days

**Corporate Priorities**

**Safeguarding** (Safeguarding People from Harm) – 412 days

**Education** (Improving Education and Skills) – 168 days

**Economy & Infrastructure** (Transforming our Economy and Infrastructure) – 313 days

**Poverty** (Tackling Poverty) – 170 days

**Resources & Biodiversity** (Maintaining and Enhancing Swansea’s Natural Resources and Biodiversity) – 90 days

**Transformation & Council Development** (Transformation and Future Council Development) – 165 days

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

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

Service Area: Internal Audit

Directorate: Resources

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

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

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

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

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

n/a – no impact

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

# Integrated Impact Assessment Screening Form

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

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

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

a) Overall does the initiative support our Corporate Plan's Well-being Objectives when considered together?

Yes  No

b) Does the initiative consider maximising contribution to each of the seven national well-being goals?

Yes  No

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

Yes  No

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

Yes  No

---

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

High risk

Medium risk

Low risk

---

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

Yes

No

If yes, please provide details below

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

---

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

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

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

# Integrated Impact Assessment Screening Form

## Outcome of Screening

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

The completion of the Integrated Impact Assessment Screening revealed that:

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

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

Full IIA to be completed

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

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

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

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

# Agenda Item 5



## Report of the Chief Auditor

Governance and Audit Committee – 27 September 2022

### Internal Audit Recommendation Follow-Up Report Q1 2022/23

|                                    |  |
|------------------------------------|--|
| <b>Purpose:</b>                    | This report provides committee with the status of the recommendations made in those audits where the follow-ups have been undertaken in Q1 2022/23, to allow the Governance and Audit Committee to monitor the implementation of recommendations made by Internal Audit. |
| <b>Policy Framework:</b>           | None   |
| <b>Consultation:</b>               | Legal, Finance and Access to Services  |
| <b>Report Author:</b>              | Simon Cockings   |
| <b>Finance Officer:</b>            | Ben Smith  |
| <b>Legal Officer:</b>              | Debbie Smith   |
| <b>Access to Services Officer:</b> | Catherine Window   |
| <b>For Information</b>             |  |

#### 1. Introduction

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

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

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

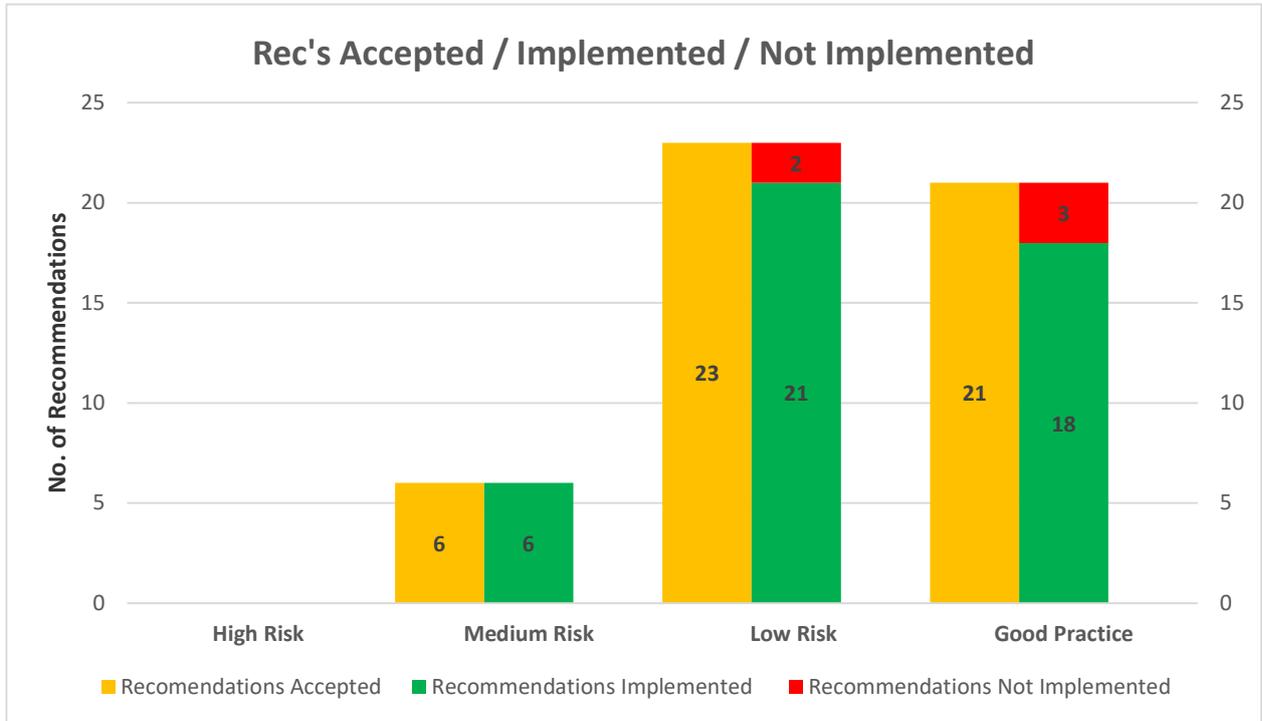
## **3. Fundamental Audits**

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

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

- 4.1 All other audits that have been given a 'limited' or 'moderate' level of assurance are reported to Governance and Audit Committee as part of the Quarterly Monitoring Reports. All such audits are subject to a detailed follow-up visit within 6 months of the issue of the final report.
- 4.2 The follow-up visit concentrates on 'high risk' and 'medium risk' recommendations, and will include discussion with the client department and limited testing to confirm implementation.
- 4.3 The results of the follow-up visit are reported to Governance and Audit Committee as part of the Quarterly Monitoring Reports.
- 4.4 Where an audit has been given a 'high' or 'substantial' level of assurance, client departments are asked to confirm the implementation of the recommendations via e-mail.
- 4.5 The results of all follow-ups undertaken are logged and recorded on the Audit Management System (Galileo) to ensure completion is monitored appropriately.
- 4.6 The results of the 'high' and 'substantial' assurance audit follow-ups undertaken in Q1 can be found in Appendix 1. A summary of the results can be found in the table and corresponding chart below.

| Recommendation Status | Recommendation Risk Rating |             |          |               |
|-----------------------|----------------------------|-------------|----------|---------------|
|                       | High Risk                  | Medium Risk | Low Risk | Good Practice |
| Accepted              | 0                          | 6           | 23       | 21            |
| Implemented           | 0                          | 6           | 21       | 18            |
| Not Implemented       | 0                          | 0           | 2        | 3             |



## 5. External Audit Recommendation Tracking

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

## 6 Integrated Assessment Implications

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

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

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

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

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

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

## **7. Financial Implications**

7.1 There are no financial implications associated with this report.

## **8. Legal Implications**

8.1 There are no legal implications associated with this report

**Background Papers:** None

**Appendix 1** – Summary of Recommendations Accepted and Implemented.

**Appendix 2** – Recommendations Not Implemented

**Appendix 3** – Integrated Impact Assessment

## RECOMMENDATION TRACKING REPORT Q1 2022/23

| Audit Title                                     | Date Final Issued | Date of Follow up | Assurance Rating | Recommendations |   |    |   |    |   |    |   | Total Recs Acc'd | Total Recs Imp'd | Total Rec Not Imp'd* | Comments   |
|---|-------------------|-------------------|------------------|-----------------|---|----|---|----|---|----|---|------------------|------------------|----------------------|--|
|   |                   |                   |                  | HR              |   | MR |   | LR |   | GP |   |                  |                  |                      |  |
|   |                   |                   |                  | A               | I | A  | I | A  | I | A  | I |                  |                  |                      |  |
| School Support Team (Prev School & Gov Unit)    | 06/12/21          | 31/05/22          | Substantial      | 0               | 0 | 1  | 1 | 2  | 2 | 4  | 4 | 7                | 7                | 0                    |  |
| School Funding & Information                    | 15/11/21          | 31/05/22          | High             | 0               | 0 | 0  | 0 | 1  | 1 | 1  | 1 | 2                | 2                | 0                    |  |
| Supporting People Team                          | 22/10/21          | 31/05/22          | Substantial      | 0               | 0 | 1  | 1 | 4  | 2 | 2  | 0 | 7                | 3                | 4                    | 2.3.1a; 2.3.1b; 2.3.1c; and 2.3.1d not implemented as:- No further assessments are now being completed as funding for the complete service has been agreed. See Annex 2 for further details. |
| Internet Controls for Clients - Social Services | 17/01/22          | 31/05/22          | High             | 0               | 0 | 0  | 0 | 1  | 1 | 6  | 6 | 7                | 7                | 0                    |  |
| Hafod Primary                                   | 19/10/21          | 31/05/22          | Substantial      | 0               | 0 | 1  | 1 | 4  | 4 | 6  | 6 | 11               | 11               | 0                    |  |
| Residential Care                                | 07/10/21          | 14/06/22          | High             | 0               | 0 | 0  | 0 | 7  | 7 | 0  | 0 | 7                | 7                | 0                    |  |
| Business Support Team - Child & Family          | 08/02/22          | 15/06/22          | Substantial      | 0               | 0 | 1  | 1 | 1  | 1 | 0  | 0 | 2                | 2                | 0                    |  |

RECOMMENDATION TRACKING REPORT Q1 2022/23

|   |          |          |             |   |   |   |   |    |    |    |    |    |    |   |  |
|---|----------|----------|-------------|---|---|---|---|----|----|----|----|----|----|---|--|
| Waste Enforcement                       | 16/03/22 | 16/06/22 | High        | 0 | 0 | 0 | 0 | 3  | 3  | 2  | 1  | 5  | 4  | 1 | 2.2.3 It was confirmed that the outstanding issue regarding CX and Civica APP (FLARE ) is still ongoing and as a corporate driven action Team have no control over the implementation date. Also the relevant and necessary supporting administrative/back office support process maps are loaded onto the CX system with a view to being ready to go, if implementation goes ahead. |
| Social Services - Social Care Contracts | 21/02/22 | 28/06/22 | Substantial | 0 | 0 | 2 | 2 | 0  | 0  | 0  | 0  | 2  | 2  | 0 |  |
|   |          |          |             | 0 | 0 | 6 | 6 | 23 | 21 | 21 | 18 | 50 | 45 | 5 | 90.0%  |

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

**Key**

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

**Ac** - Accepted. **I** - Implemented

## RECOMMENDATION TRACKING REPORT Q1 2022/23 - REC'S NOT IMPLEMENTED

| Audit Title                       | Date Final Issued | Date of Follow up | Assurance Rating | Recommendations Not Implemented |             |   |  |   |
|-----------------------------------|-------------------|-------------------|------------------|---------------------------------|-------------|---|--|---|
|                                   |                   |                   |                  | Report Ref                      | Risk Rating | Agreed Imp. Date                                      | Recommendation   | Reason / Comments   |
| Supporting People Team<br>Page 36 | 22/10/21          | 31/05/22          | Substantial      | 2.3.1a                          | LR          | Mar-22  | It should be ensured that supporting documents are available for all clients. (Previous audit recommendation)                                | Meeting shortly to determine if Assessments need to continue. To be completed by March 2022. No further assessments are now being completed as funding for the complete service has been agreed 31.05.22  |
|                                   |                   |                   |                  | 2.3.1b                          | LR          | Mar-22  | It should be ensured that Illy records are accurate as per the outcome of the relevant Financial Assessment. (Previous audit recommendation) | Meeting shortly to determine if Assessments need to continue. To be completed by March 2022. No further assessments are now being completed as funding for the complete service has been agreed 31.05.22  |
|                                   |                   |                   |                  | 2.3.1c                          | GP          | Mar-22  | The Financial Assessments should be undertaken in a timely manner as per the schedule within the Guidance for SPF.                           | Meeting shortly to determine if Assessments need to continue. To be completed by March 2022. No further assessments are now being completed as funding for the complete service has been agreed 31.05.22  |
|                                   |                   |                   |                  | 2.3.1d                          | GP          | Oct-21  | It should be ensured that the Financial assessments are dated in order to identify which year it relates to. (Previous audit recommendation) | To be completed by 31st October 2021. No further assessments are now being completed as funding for the complete service has been agreed 31.05.22   |
| Waste Enforcement                 | 16/03/22          | 16/06/22          | High             | 2.2.3                           | GP          | Underway Mar 2022<br>Civica CX pending implementation | The system to be updated to support a direct interface between FLARE and Oracle / CIVICA. (Previous Audit Recommendation)                    | Civica CX had been purchased and process was underway in March 2022, implementation depends on Civica full implementation. It was confirmed that the outstanding issue regarding CX and Civica APP (FLARE ) is still ongoing and as a corporate driven action Team have no control over the implementation date. Also the relevant and necessary supporting administrative/back office support process maps are loaded onto the CX system with a view to being ready to go, if implementation goes ahead. |

**Key**

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

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

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

Service Area: Internal Audit

Directorate: Resources

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

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

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

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

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

n/a – no impact

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

# Integrated Impact Assessment Screening Form

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

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

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

a) Overall does the initiative support our Corporate Plan's Well-being Objectives when considered together?

Yes  No

b) Does the initiative consider maximising contribution to each of the seven national well-being goals?

Yes  No

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

Yes  No

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

Yes  No

---

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

High risk

Medium risk

Low risk

---

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

Yes

No

If yes, please provide details below

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

---

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

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

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

# Integrated Impact Assessment Screening Form

## Outcome of Screening

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

The completion of the Integrated Impact Assessment Screening revealed that:

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

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

Full IIA to be completed

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

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

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

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

# Agenda Item 6



## Report of the Head of Communications & Marketing

Governance and Audit Committee – 27 September 2022

### Corporate Risk Overview 2022/23 - Quarter 1

**Purpose:** The report presents an overview of the status of Corporate Risk in the Council to provide assurance to the Committee that key risks are being managed in accordance with the Council's risk management policy and framework.

**Report Author:** Richard Rowlands

**Finance Officer:** Paul Roach

**Legal Officer:** Debbie Smith

**Access to Services Officers:** Rhian Millar / Catherine Window

#### **For Information**

#### **1. Background**

1.1 This report provides an overview of the status of Corporate risks in the Council to give assurance that key risks are being managed and risk management process is being followed.

#### **2. Corporate Risk: Quarter 1 2022/23**

2.1 The following summarises the status of risks recorded in the Corporate Risk Register as at Quarter 1 2022/23

2.2 There were 6 Red status risks in the Corporate Risk Register as at the end of Q1 2022/23:

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

- All of the Corporate risks were recorded as having been reviewed at least once during Q1.
- 2 new risks were added to the Corporate Risk Register.
  - Risk ID 319. Escalating Provider Costs.
  - Risk ID 320. Safeguarding Mandatory Training.
- 1 Corporate risk was deactivated during Q1:
  - Risk ID 196. Workforce Strategy.
- 1 Corporate Risk was escalated to the Corporate Risk Register.
  - Risk ID 290. Impact of Poverty.
- No Corporate risks were de-escalated from the Corporate Risk Register.
- 2 Corporate Risks were changed from no RAG status to Amber status during Q1:
  - Risk ID 235. Emergency Planning, Resilience and Business Continuity.
  - Risk ID 236. Health & Safety.

2.3 The report at Appendix A includes the risks as at 30/06/22 recorded within the Council's Corporate Risk Register. The reports for each risk include the following information:

- *Risk title and description*...to summarize and describe the risk.
- *Risk Identification (ID) number*...to identify and search for the risk in the register.
- *Risk level*...Corporate level risks.
- *Responsible Officer*...the officer responsible for managing the risk.
- *Councillor*...the Councillor whose portfolio the risk relates to.
- *Last update*...when the risk was last updated in the risk register.
- *Historical RAG*...the level of risk assigned historically each month over a 12 month period (Red – High; Amber – Medium; Green – Low).
- *Current Control Measures*...live actions assigned to control or mitigate the level of risk. *Last update*...the date of the last time the Control Measure was updated in the risk register. *Risk response*...how the risk is controlled. *Projected Completion*...the date the Control Measure is expected to be implemented.
- *Historical impact*...monthly assessment on the level of impact (1 = low; 5 = very high) should the risk come into effect. The graph shows the historical level of impact assigned each month over a 12 month period.
- *Historical likelihood*...monthly assessment on how likely the risk is to come into effect (1 = low; 5 = very high). The graph shows the historical level of likelihood assigned each month over a 12 month period.

### 3.0 Control Measures

3.1 Training specifically on Control Measures took place at Leadership Team (Directors, Heads of Service and some other senior managers) as planned on 25 May 2021.

- 3.2 A video based on this was created and uploaded, which is now directly accessible through the risk register along with all other videos provided on risk management and on using the risk register.
- 3.3 The video has also been signposted to all Directors, Heads of Service and responsible officers and reminders to review and revise control measures in line with the training and video have also been issued each month since June 2021.
- 3.4 Control Measures and changes made to Control Measures in the Corporate Risks were reviewed and feedback / advice on improving them provided to responsible officers during Q4 in February 2022.

#### **4.0 Internal Control Environment and Risk Reporting**

- 4.1 The Governance & Audit Committee Chair had requested that Directors attend each quarter on a rotational basis and provide the Committee with presentations regarding the internal control environment, including risk management; this report providing a Corporate Risk overview will coincide with Director's attendance each quarter.

#### **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.
- 5.1.1 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'.

5.1.2 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.

5.1.3 A Screening form was completed. This report is a 'for information' report and so is not relevant for an IIA.

## **6.0 Legal Implications**

6.1 There are no legal implications.

## **7.0 Financial Implications**

7.1 There are no financial implications.

## **For Information**

**Background papers:** *None*

**Appendices:** Appendix A – Corporate Risks as at 30/06/22.  
Appendix B – IIA Form

# Risk on a Page

Risk Title : Pupil attainment and achievement

Risk ID : 94

Description : If pupils do not receive a very good education then they will not achieve the right qualifications and skills to take advantage of the Swansea Bay City Deal and to contribute effectively to the economic prosperity of the city.

Risk Level : Corporate

Responsible Officer : Helen.Morgan-Rees

Councillor : Robert Smith

Last Update : 30/06/2022

|                  |        |     |     |       |     |     |       |       |       |       |       |        |
|------------------|--------|-----|-----|-------|-----|-----|-------|-------|-------|-------|-------|--------|
| Historical RAG : | Jul-21 | Aug | Sep | Oct   | Nov | Dec | Jan   | Feb   | Mar   | Apr   | May   | Jun-22 |
|                  | AMBER  |     |     | AMBER |     |     | AMBER | AMBER | AMBER | AMBER | AMBER | AMBER  |

## Current Control Measures

Since January 2022, school and provider inspections have re-commenced after a two year pause. To date, three pilot inspections have been conducted with one published. The full inspection regime will commence in the summer term 2022 and will provide useful external regulation. Inspection outcomes across five inspection areas are closely assessed. However, the close monitoring, support and intervention of schools provides good internal control. A school profiler is in operation to support early identification of schools requiring more support than others.

## Last Update

30/06/2022

## Risk Response

Treat

## Projected Completion

31/03/2023

External regulation by Estyn remains in place with three remit visits conducted since the start of the pandemic in 2020, two evaluations of schools in follow-up and two pilot inspections planned in February 2022, Schools are aware that inspections are due to commence in the summer term of 2022 and know that their own self-evaluation and setting of priorities are required by Estyn to demonstrate continual improvement in providing good quality learning, broad curriculum opportunities and high standards of teaching. The Estyn framework supports the definition of good quality education in schools and supports the mitigation of a bad education where too many barriers to learning such as low attendance, high exclusion rates, poor behaviour and insufficient support for vulnerable learners, including those needing additional learning provision (ALP) remain in place.

30/06/2022

Treat

31/10/2024

Termly monitoring and evaluation helps to mitigate against a narrow curriculum, poor quality teaching and weak school leadership. Termly reports are quality assured by the lead school improvement officer. School improvement advisers support and challenge schools to ensure learners' potential is maximised. Progress on each school's priorities to improve outcomes for learners is examined thoroughly as well as the school's evaluation of its own performance. Where schools' capacity to self-improve (without intervention) is compromised, more intense support packages are agreed with precise action plans. The statutory function of monitoring and evaluation helps mitigate the risk of poor quality provision for pupils. In addition, a new school profiler is in development and will be utilised fully during academic year 2021-2022 to identify schools that require the most support. Monthly schools issues meeting are held and will be chaired by Head of Achievement and Partnership.

30/06/2022

Treat

31/10/2023

**Current Control Measures**

Monthly scrutiny of education improvement helps with useful focus on actions to mitigate barriers to learning such as low attendance, increasing exclusions and inadequate provision for vulnerable learners. Scrutiny of performance, planning and provision mitigates against the risk of adequate poor quality education where schools require significant improvement or special measures.

Last Update

Risk Response

31/10/2024

30/06/2022

Tolerate

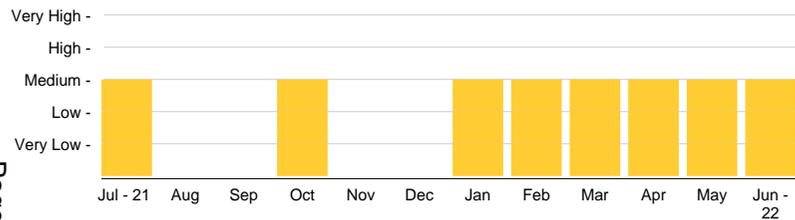
Ongoing mitigations in relation to Covid 19 disruptions are in place. This includes planned responses to any temporary or partial closures to allow for continuity of learning. Support for examination cohorts in June 2022 shared with all schools in January 2022 to mitigate the risk of pupil anxiety in sitting external examinations.

30/06/2022

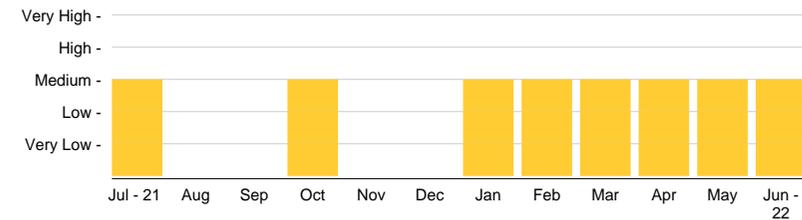
Terminate / Close

31/07/2022

Historical Impact : **Medium**



Historical Likelihood : **Medium**



# Risk on a Page

Risk Title : Safeguarding

Risk ID : 153

Description : If our safeguarding arrangements are not sufficiently robust, then we will not be doing everything we possibly can to prevent the death, injury or neglect of a child or vulnerable adult and consequential reputational damage.

Risk Level : Corporate

Responsible Officer : David.Howes

Councillor : Louise Gibbard

Last Update : 06/06/2022

| Historical RAG : | Jul-21 | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun-22 |
|------------------|--------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|--------|
|                  | RED    | RED | RED | RED | RED | RED | RED | RED | RED | RED | RED | RED    |

**Current Control Measures**

Recruit 8 additional unqualified and business support staff by the end of December 2021 to take on some of the functions that would usually be carried out by social workers in order to reduce the burden on child protection social workers so that they can prioritise direct work with children who are subject to child protection plans.

**Last Update**

**Risk Response**

**Projected Completion**

03/03/2022

Treat

31/03/2023

Monitor each month at PFM and bi-monthly at scrutiny committee the performance of a dedicated safeguarding team established in adult services to ensure a timely response to all safeguarding referrals and undertake a further review of adult services in April

03/03/2022

Treat

31/03/2023

Monitor the effectiveness of safeguarding arrangements bi-monthly at the corporate safeguarding board and the regional safeguarding board, quarterly at CMT and monthly at PFM and take appropriate remedial action.

03/03/2022

Treat

31/03/2023

Prioritise and target resources at maintaining care and support for those individuals in most critical need or at risk of suffering harm as part of the emergency planning infrastructure and re-prioritisation of the Councils COVID-19 Recovery Plan.

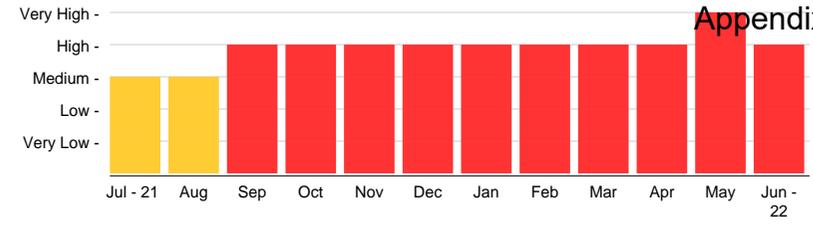
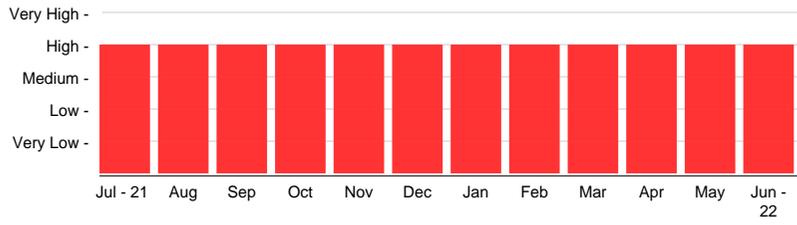
03/03/2022

Treat

31/03/2023

Historical Impact : High

Historical Likelihood : High



Appendix A

# Risk on a Page

Risk Title : Financial Control - MTFP aspects of Sustainable Swansea

Risk ID : 159

Description : If we fail to deliver Sustainable Swansea and maintain sufficient financial control, and in particular do not ensure we contain service overspending, especially now inflation is embedded at levels far above the expectation of around 2%, then we will not be able to respond appropriately to continuing austerity, demographic pressures, increasing demand and price pressures and changing public expectations.

Risk Level : Corporate

Responsible Officer : Ben.Smith

Councillor : Robert Stewart

Last Update : 24/06/2022

|                  |        |     |     |     |     |     |     |     |     |     |     |        |
|------------------|--------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|--------|
| Historical RAG : | Jul-21 | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun-22 |
|                  | RED    | RED | RED | RED | RED | RED | RED | RED | RED | RED | RED | RED    |

**Current Control Measures**

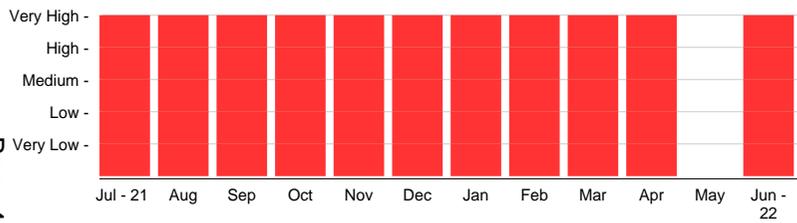
Page 48

|  | Last Update | Risk Response | Projected Completion |
|--|-------------|---------------|----------------------|
| COVID-19 Recovery Plan : Future Council - Finance - New MTFP. Linkages with Achieving better Together Can be refreshed after CSR 2021. Do expect multi year settlement from Welsh Government a possibility which will aid medium term certainty. | 24/06/2022  | Treat         | 30/09/2022           |
| PFM (Performance and Financial Management/Monitoring) process monthly is well established and understood by all officers with appropriate escalation mechanism to S151 Officer, Chief Executive and Cabinet if non compliance                    | 25/03/2022  | Treat         | 31/03/2023           |
| Agreed and well established quarterly reporting plan in place to document and record at Cabinet all actions or non actions in services to contain spending   | 25/03/2022  | Treat         | 31/03/2023           |
| Extant spending restrictions published to all staff and reviewed and many controls continue to be directly exercised by CMT in relation to filling vacant posts, restructures, regrades and committing contract sums                             | 25/03/2022  | Treat         | 31/03/2023           |
| Covid disruption   | 25/03/2022  | Tolerate      | 30/06/2022           |
| Services to ensure that inflation pressures are managed and contained within cash limits agreed at the time the budget and MFTP are set.   | 23/03/2022  | Treat         | 31/03/2023           |
| Compliance within Financial Procedure rules so that spend remains within budget, including permitted virements.  | 23/03/2022  | Treat         | 31/03/2023           |
| Identify uncontrollable inflation pressures as variances in the monthly PFM budget reporting cycles and quarterly through to Cabinet.  | 23/03/2022  | Tolerate      | 31/03/2023           |

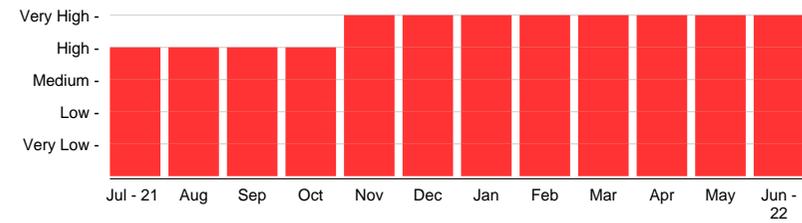
**Current Control Measures**

|   | Last Update | Risk Response | Projected Completion |
|---|-------------|---------------|----------------------|
| Agree modest virements in conjunction with the S151 Officer and report more sizeable issues for decision through Cabinet on S151 Officer advice around releases from central inflation provision (£4m) and contingency (£3.5m) in year.               | 23/03/2022  | Treat         | 31/03/2023           |
| The S151 Officer to issue forthright and formal advice on the adequacy of budgets as part of budget setting, including the central inflation provision and contingency over the medium term taking into account all known pressures including prices. | 23/03/2022  | Treat         | 31/03/2023           |
| Further development work to progress on transformation agenda over medium term through Achieving Better Together reshaping programme.   | 23/03/2022  | Treat         | 31/03/2023           |

Historical Impact : Very High



Historical Likelihood : Very High



# Risk on a Page

Risk Title : New Legislative and Statutory Changes

Risk ID : 180

Description : IF the council cannot respond adequately to new legislative and regulatory requirements due to reduced resources, then it will be open to external challenge and may suffer reputational damage and fines.

Risk Level : Corporate

Responsible Officer : Tracey.Meredith

Councillor : Robert Stewart

Last Update : 27/06/2022

|                  |        |       |       |       |       |       |       |       |       |       |       |        |
|------------------|--------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|--------|
| Historical RAG : | Jul-21 | Aug   | Sep   | Oct   | Nov   | Dec   | Jan   | Feb   | Mar   | Apr   | May   | Jun-22 |
|                  | AMBER  | AMBER | AMBER | AMBER | AMBER | AMBER | AMBER | AMBER | AMBER | AMBER | AMBER | AMBER  |

**Current Control Measures**

Policy Briefings are circulated to CMT and where appropriate Cabinet at CMT/Cabinet Awaydays. The Monitoring Officer attends quarterly meetings of Wales Monitoring Officers where updates on legislation is discussed. The Monitoring Officer circulates LLG Updates to CMT via the agenda as and when received. Other Statutory officers also circulate briefings via CMT. This enables CMT to be aware of legislative changes and ensure wider visibility where appropriate.

**Last Update**

27/06/2022

**Risk Response**

Treat

**Projected Completion**

30/05/2023

An Action Plan for the LGEWA has been prepared with a view to allowing officers to plan any changes that are needed to constitution and governance arrangements. The Action Plan is updated on a regular basis and is reported to Cabinet and Cabinet/CMT Awayday when necessary.

27/06/2022

Treat

31/08/2022

Legal, equalities and future generations implications are inserted into all decision making reports that proceed to Cabinet/Council/Committees with legal, finance and access to services sign off to ensure that there is compliance with legislation and that any legal, equality, financial, future generation issues are considered prior to decisions being made.

27/06/2022

Treat

30/03/2023

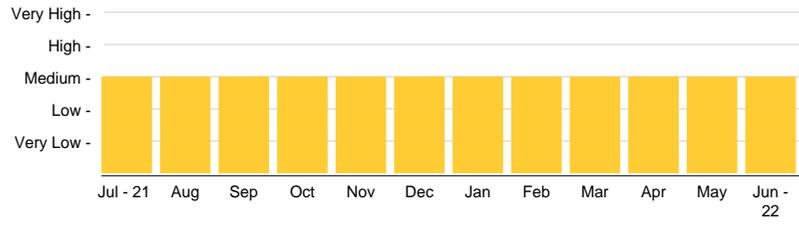
Consultations from WG and UK Government are reported to CMT via a standing item on the CMT agenda. This enables wider visibility amongst CMT members. It also provides early sight of proposed changes to legislation or new legislation which is proposed and enables discussion around the impact of such changes/new legislation on the local authority services.

27/06/2022

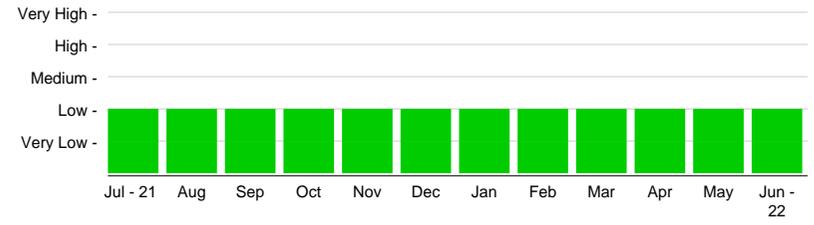
Treat

26/04/2023

Historical Impact : **Medium**



Historical Likelihood : **Low**



# Risk on a Page

Risk Title : Availability of Domiciliary Care

Risk ID : 221

Description : If demand for personal care at home continues to exceed the Council's capacity to directly provide or commission sufficient domiciliary care staff and services, then the local authority will fail to meet its statutory duties under the Social Services and Well Being Act, individuals care and support needs will not be sufficiently well met and there will be significantly increased pressure on acute hospital services.

Risk Level : Corporate

Responsible Officer : David.Howes

Councillor : Louise Gibbard

Last Update : 24/06/2022

| Historical RAG : | Jul-21 | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun-22 |
|------------------|--------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|--------|
|                  | RED    | RED | RED | RED | RED | RED | RED | RED | RED | RED | RED | RED    |

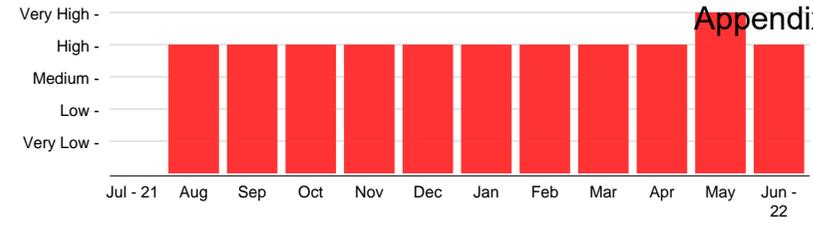
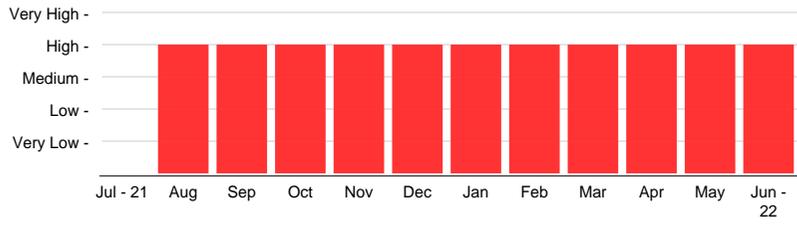
**Current Control Measures**

Page 52

|   | Last Update | Risk Response | Projected Completion |
|---|-------------|---------------|----------------------|
| Increase the number of contracted providers when capacity pressures require and review annually the Councils framework for commissioning domiciliary care.  | 24/06/2022  | Treat         | 31/03/2023           |
| Review waiting lists and care provider available capacity on a daily basis in order to prioritise access to services for individuals' needs. Review waiting lists on weekly basis to ensure priority cases are being considered and monitor at the regional Transformation Board meeting.   | 24/06/2022  | Treat         | 31/03/2023           |
| Increase access to short term residential placements to reduce the need for high-intensity domiciliary care for individuals being discharged from hospital. Monitor the effectiveness of this approach bi-monthly at the regional health and care transformation board and review the emergency arrangements in Feb 2022.                           | 24/06/2022  | Treat         | 30/11/2022           |
| Review as part of the budget setting process within social services by end of March 2022 the need for a further uplift to the 10% uplift of the fee to all domiciliary care providers implemented in year to enable external providers to pay a competitive salary to staff to assist with the recruitment and retention of domiciliary care staff. | 24/06/2022  | Treat         | 30/11/2022           |

Historical Impact : High

Historical Likelihood : High



Appendix A

# Risk on a Page

Risk Title : Digital, data and cyber security

Risk ID : 222

Description : CR86 -If we do not have robust digital, data and cyber security measures and systems and behaviours in place, embedded and working as best as they can be, then we will be vulnerable to cyber threats, disruption to service delivery, possible loss of information including confidential information and associated fines and reputational damage.

Risk Level : Corporate

Responsible Officer : Sarah.Lackenby

Councillor : Andrea Lewis

Last Update : 27/06/2022

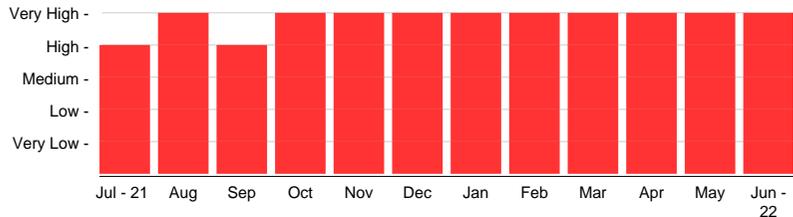
| Historical RAG : | Jul-21 | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun-22 |
|------------------|--------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|--------|
|                  | RED    | RED | RED | RED | RED | RED | RED | RED | RED | RED | RED | RED    |

### Current Control Measures

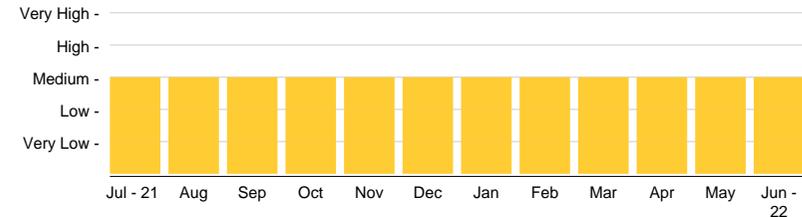
|  | Last Update | Risk Response | Projected Completion |
|--|-------------|---------------|----------------------|
| Introduce simulated cyber-attacks on staff over the 12 months to measure their actions, identify weaknesses and improve knowledge.<br>This will check the level of compliance from users and the level of staff awareness and training needed to improve knowledge.<br>Success measured on percentage of users reporting the attack and training completed | 27/06/2022  | Treat         | 30/11/2022           |
| Constant monitoring and surveillance of cyber risks by Security Office using system and tools in place. Situation reported monthly to Digital Services Board and Information Governance Board chaired by SIRO.   | 27/06/2022  | Treat         | 31/12/2022           |
| DR test training completed for Digital Services team. Simulated test of a cyber attack. Training to be provided to HoS and CMT   | 27/06/2022  | Treat         | 31/07/2022           |

Page 54

Historical Impact : Very High



Historical Likelihood : Medium



# Risk on a Page

Risk Title : Emergency Planning, Resilience and Business Continuity

Risk ID : 235

Description : If we do not have sufficient emergency planning, resilience and business continuity arrangements in place, then we will not be able to respond effectively in an emergency, provide the necessary civic leadership or continue to run vital services and ensure compliance with the legal requirements of the Civic Contingencies Act 2004 as a Category 1 Responder.

Risk Level : Corporate

Responsible Officer : Adam.Hill

Councillor : Robert Stewart

Last Update : 20/06/2022

| Historical RAG : | Jul-21 | Aug   | Sep   | Oct | Nov   | Dec   | Jan   | Feb   | Mar | Apr   | May   | Jun-22 |
|------------------|--------|-------|-------|-----|-------|-------|-------|-------|-----|-------|-------|--------|
|                  | AMBER  | AMBER | AMBER |     | AMBER | AMBER | AMBER | AMBER |     | AMBER | AMBER | AMBER  |

**Current Control Measures**

**Last Update**

**Risk Response**

**Projected Completion**

interviews for assistant post unsuccessful, post will be readvertised, EMS Manager added to duty rota in interim to cover leave and work assigned in EMS delivery plan redistributed in interim.

20/06/2022

Treat

30/09/2022

As a Category 1 responder under the Civil Contingencies Act, Swansea Council has a legal requirement to plan for and respond to emergencies, to do this the following is in-place.

26/05/2022

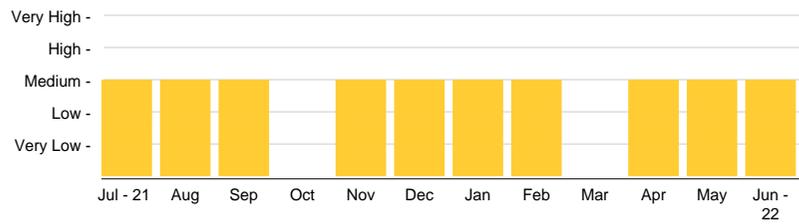
Treat

31/03/2023

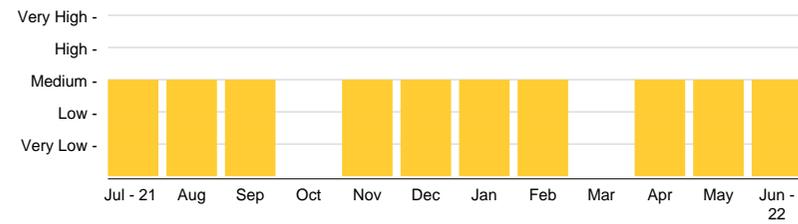
Continue to plan for and respond to emergencies as a Category 1 responder under the Civil Contingencies Act, as follows:

1. Train staff at Operational, Tactical and Strategic Level via the South Wales Local Resilience Forum
2. Review each year and exercise every 3 years a Major incident Plan, unless activated or a significant change such as a change in statute require earlier change.
3. Maintain and review on an annual basis all subordinate plans, including Mass Fatalities, Flood, Offsite COMAH Plan, Rest Centre Plan. with exercising as appropriate
4. Manage a duty officer rota to effectively respond to emergencies available 24 hours per day, 365 days per year.
5. Annually review all identified risks within the borders of Swansea Council to ensure control measures remain relevant and proportionate.
6. Redistributed to all Heads of Service and review each year the Council's Corporate Business Continuity policy and guidance to ensure business continuity plans are robust and reviewed annually.
7. Review each year for all significant risks the Emergency Management Service (EMS) guidance, procedures and action cards.
8. The EMS acts as the conduit for security and counter terrorism information from the Welsh Extremism & Counter Terrorism Unit, disseminating information to key internal and external partners as required.
9. EMS maintains a fully stocked Incident Response Vehicle, to protect/support the public during an emergency.
10. Establish a Swansea Risk Group with Partner Agencies

Historical Impact : **Medium**



Historical Likelihood : **Medium**



# Risk on a Page

Risk Title : Health & Safety

Risk ID : 236

Description : If we fail to have robust Health & Safety policies and arrangements in place, then there could be a health and safety breach identified as a corporate failing with associated legal, financial and reputational consequences

Risk Level : Corporate

Responsible Officer : Adam.Hill

Councillor : David Hopkins

Last Update : 20/06/2022

|                  |        |       |       |     |       |       |       |       |     |       |       |        |
|------------------|--------|-------|-------|-----|-------|-------|-------|-------|-----|-------|-------|--------|
|                  | Jul-21 | Aug   | Sep   | Oct | Nov   | Dec   | Jan   | Feb   | Mar | Apr   | May   | Jun-22 |
| Historical RAG : | AMBER  | AMBER | AMBER |     | AMBER | AMBER | AMBER | AMBER |     | AMBER | AMBER | AMBER  |

**Current Control Measures**

1. Maintain the Corporate Health & Safety Policy, which clearly identifies the Health & safety responsibilities of every level of employee, and review (including subordinate policies) every 3 years or if significant change occurs, such as a change in statute, leader or statute changes.
2. Provide the Corporate Health & Safety Policy to all staff during induction and provide mandatory Health & Safety training framework for all employees.
3. Continue Bi-annual Health & Safety Committee meetings chaired by each Director and made up of employee and management representatives and trade unions, supported by competent H&S Officers who provide statistical reports, advice and any updates from the Health & Safety Executive.

**Last Update**

20/06/2022

**Risk Response**

Treat

**Projected Completion**

31/03/2023

Continue to undertake an annual program of Health & Safety and Fire Safety Management audit and inspections across all service areas to maintain and improve arrangements and compliance with policy and ensure that agreed improvement plans are put in-place and monitored by the Principal H&S Officer through monthly 1-2-1's for completion.

20/06/2022

Tolerate

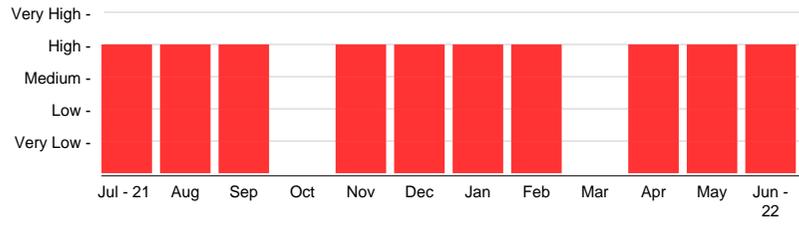
31/03/2023

Continue to ensure that there is appropriate H&S training and administer Corporate H&S training records and qualification refresher recalls and issue compliance reports to services on a bi-annual basis monitored by the Senior H&S Training Officer.

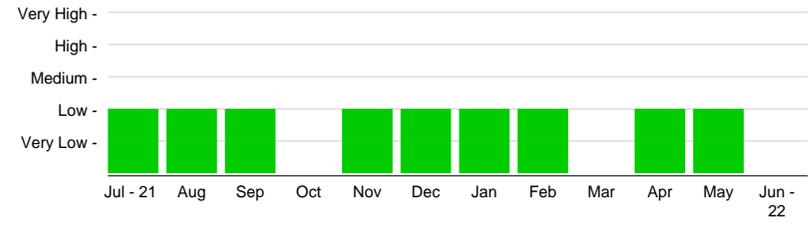
Continue to investigate more significant accidents falling under the remit of the RIDDOR regulations and provide a management report to prevent re-occurrence, ensure legal compliance and an improvement of standards; in addition, provide these reports with statistical information to Directors bi-annually and within an annual corporate accident report and trend analysis.

Manage a preventative RAG rated alert system allowing communication of best practise, legal/policy changes and areas for action across the Authority and document control and store for evidence purposes and liaison with the Health & safety Executive, fire and rescue services and legal representatives.

Historical Impact : High



Historical Likelihood :



# Risk on a Page

Risk Title : Regional Working

Risk ID : 259

Description : If the Council, along with its partners and Welsh Government, does not develop and improve regional working, then it will divert the Council and its resources from key priorities and will not benefit Swansea and its residents.

Risk Level : Corporate

Responsible Officer : Martin.Nicholls

Councillor : Robert Stewart

Last Update : 19/06/2022

| Historical RAG : | Jul-21 | Aug   | Sep   | Oct   | Nov   | Dec   | Jan   | Feb   | Mar   | Apr   | May   | Jun-22 |
|------------------|--------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|--------|
|                  | AMBER  | AMBER | AMBER | AMBER | AMBER | AMBER | AMBER | AMBER | AMBER | AMBER | AMBER | AMBER  |

### Current Control Measures

Complete the formal dissolution of ERW regional education partnership by January 2022 and replace with the new partnership Partneriaeth that has agreed terms of reference, governance and Audit and Scrutiny functions and clarity on the roles and responsibilities of the respective Councils (amended 23.02.22). changes now made review 6 monthsh to ensure these have bedded in and review counter measure (19th June update)

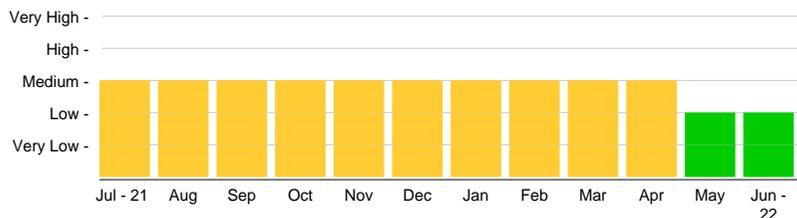
| Last Update | Risk Response | Projected Completion |
|-------------|---------------|----------------------|
| 19/06/2022  | Treat         | 30/09/2022           |

Regional Meetings. Continue to hold regional meetings between officers and Members remotely through Microsoft Teams to ensure that meetings are more frequent and effective and provide confidence that governance remains robust until the CJC arrangements are finalised in March 2022 (updated 08/11/21). CJC now formally constituted so committee structure in place. Next meeting 16th June (updated 30th May)

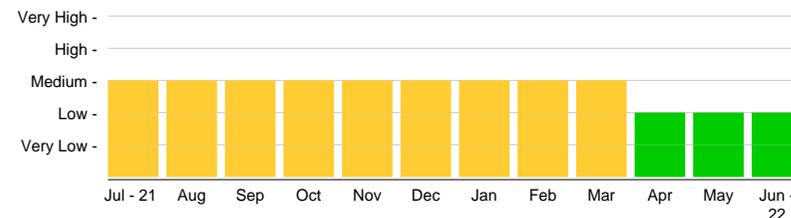
|            |       |            |
|------------|-------|------------|
| 19/06/2022 | Treat | 30/09/2022 |
|------------|-------|------------|

Page 59

Historical Impact : Low



Historical Likelihood : Low



# Risk on a Page

Risk Title : COVID-19

Risk ID : 264

Description : If we fail to carry on providing a co-ordinated and joined-up response to Covid-19 and make the best use of our workforce and available resources, then : we will be unable to protect vulnerable people and meet demand for key services, such as social care; there will be disruption to services and supplies, including food supplies; we will not be supporting critical services, key workers and local businesses sufficiently to limit the impact of the virus.

Risk Level : Corporate

Responsible Officer : Adam.Hill

Councillor : Robert Stewart

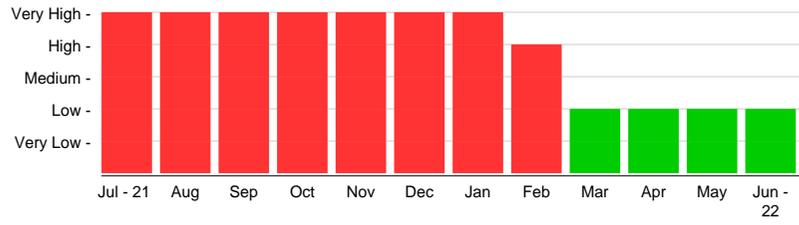
Last Update : 23/06/2022

|                  |        |     |     |     |     |     |     |       |       |       |       |        |
|------------------|--------|-----|-----|-----|-----|-----|-----|-------|-------|-------|-------|--------|
| Historical RAG : | Jul-21 | Aug | Sep | Oct | Nov | Dec | Jan | Feb   | Mar   | Apr   | May   | Jun-22 |
|                  | RED    | RED | RED | RED | RED | RED | RED | AMBER | GREEN | GREEN | GREEN | GREEN  |

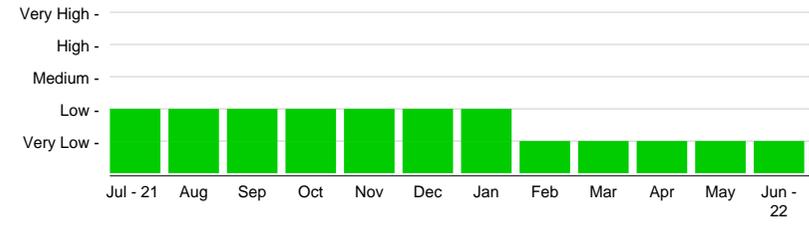
Page 60

| Current Control Measures  | Last Update | Risk Response | Projected Completion |
|---|-------------|---------------|----------------------|
| Provide help and support to people and communities in a variety of ways during the pandemic in order to keep them safe and to protect their health and well-being; such as TTP, free lateral flow tests, support at home, help with funding, etc. among other types of help and support.  | 20/05/2022  | Treat         | 30/09/2022           |
| Log and share good practice and lessons learnt responding to the COVID-19 virus and share relevant data and statistics on the impact of the virus, such as those provided by ONS  | 11/04/2022  | Treat         | 30/09/2022           |
| Prepare and implement a COVID-19 Recovery Plan to restart, adapt, recover and transform Council services. The Swansea Achieving Better Together Programme has three phases: Recovery & Refocus are in implementation. Recovery (Short Term (2021)). Refocus (Mid Term (to May 22)) and Reshape is in development (Long Term ( 3-10 years)). | 11/04/2022  | Treat         | 30/09/2022           |
| Work with Welsh Government and provide Council-led to support to local businesses during the course of the pandemic to enable them to continue to trade, e.g. advice, grants and rate relief.   | 11/04/2022  | Treat         | 30/09/2022           |
| Work with partners during the course of the pandemic to inform and reassure the public and reinforce health and social distancing messages through social and other media.  | 11/04/2022  | Treat         | 30/09/2022           |
| Work with health and others during the course of the pandemic to prepare for the possibility of further COVID-19 outbreaks through planning and providing information, support, equipment, facilities, precautions (such as social distancing, face masks and testing) and TPP services.  | 29/03/2022  | Treat         | 30/09/2022           |

Historical Impact : **Low**



Historical Likelihood : **Very Low**



# Risk on a Page

Risk Title : Local economy and infrastructure

Risk ID : 269

Description : If the local economy and infrastructure is not transformed and supported to be resilient and to take advantage of national and global trends and events and attract investment, then it will not fulfil its potential as a regional centre to raise aspirations, improve services, lift skills, improve connectivity, create well-paid employment opportunities and improve the well-being of Swansea citizen.

Risk Level : Corporate

Responsible Officer : Martin.Nicholls

Councillor : Robert Stewart

Last Update : 02/06/2022

| Historical RAG : | Jul-21 | Aug | Sep | Oct | Nov | Dec | Jan   | Feb   | Mar   | Apr   | May   | Jun-22 |
|------------------|--------|-----|-----|-----|-----|-----|-------|-------|-------|-------|-------|--------|
|                  | RED    | RED |     | RED | RED | RED | AMBER | AMBER | AMBER | AMBER | AMBER | AMBER  |

### Current Control Measures

Last Update

Risk Response

Projected Completion

Work with partners to deliver the Swansea Bay City Deal to attract investment across the region to deliver highly skilled and well-paid jobs, with outcomes and programme achieved in line with the City Deal Funding Agreement.

21/03/2022

Treat

31/12/2022

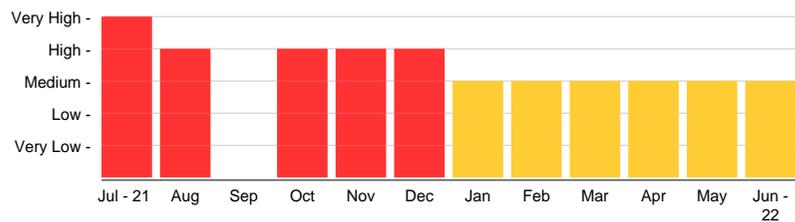
Organise and facilitate virtual Meet-the-Buyer events to help local businesses at key milestones to identify opportunities to bid for Council work and contracts that will help retain spend locally, creating a multiplier effect. Frequency and timing to be coordinated with contractor according to build programme.

22/02/2022

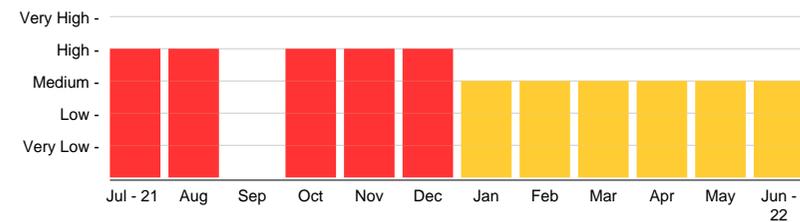
Treat

31/12/2022

Historical Impact : **Medium**



Historical Likelihood : **Medium**



# Risk on a Page

Risk Title : Achieving Better Together - Recovery

Risk ID : 276

Description : If the Council does not deliver the actions and milestones in the recovery plan, then there is a risk the organisation will not move on effectively from the effects of the pandemic. This is important as it forms the foundations for the next transformation programme

Risk Level : Corporate

Responsible Officer : Adam.Hill

Councillor : Andrea Lewis

Last Update : 07/06/2022

| Historical RAG : | Jul-21 | Aug   | Sep   | Oct   | Nov   | Dec   | Jan   | Feb   | Mar   | Apr   | May   | Jun-22 |
|------------------|--------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|--------|
|                  | AMBER  | AMBER | AMBER | AMBER | AMBER | AMBER | AMBER | AMBER | AMBER | AMBER | AMBER | AMBER  |

### Current Control Measures

Undertake monthly meetings of the Organisation, Cross Cutting & Transformation Steering Group and ensure that workstream Leads report progress and risks at this meeting highlighting any high risks/issues for escalation to the monthly meetings of the Recovery, Reshaping & Budget Strategy Board. The Recovery, Reshaping & Budget Strategy Board will ensure that actions and plans are progressing and challenge and/or address anything which is not being achieved or is a risk to the Authority.

Last Update

07/06/2022

Risk Response

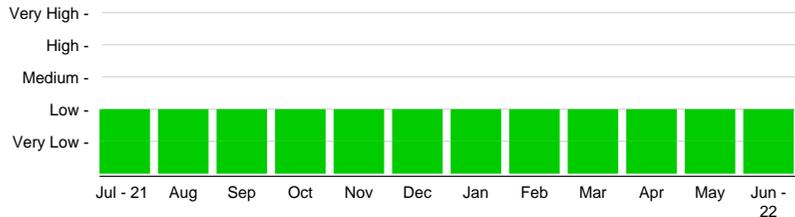
Treat

Projected Completion

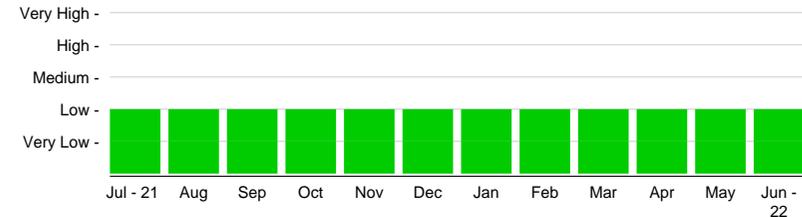
31/07/2022

Page 63

Historical Impact : Low



Historical Likelihood : Low



# Risk on a Page

Risk Title : Achieving Better Together - Transformation

Risk ID : 277

Description : If the Council does not transform effectively it will not be sustainable and financially resilient in the longer term

Risk Level : Corporate

Responsible Officer : Adam.Hill

Councillor : Andrea Lewis

Last Update : 07/06/2022

| Historical RAG : | Jul-21 | Aug   | Sep   | Oct   | Nov   | Dec   | Jan   | Feb   | Mar   | Apr   | May   | Jun-22 |
|------------------|--------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|--------|
|                  | AMBER  | AMBER | AMBER | AMBER | AMBER | AMBER | AMBER | AMBER | AMBER | AMBER | AMBER | AMBER  |

### Current Control Measures

Align the transformation activities and projects in the Achieving Better Together programme plan with the medium term financial plan through the Recovery, Reshaping & Budget Strategy Board by 30/07/22 to provide assurance and evidence that Swansea remains on target and is working towards achieving the MTFP goals, this will ensure there is future financial sustainability for Swansea.  
(Amended from: Transformation activities in the programme plan must align with the MTFP to ensure future financial sustainability) June 21

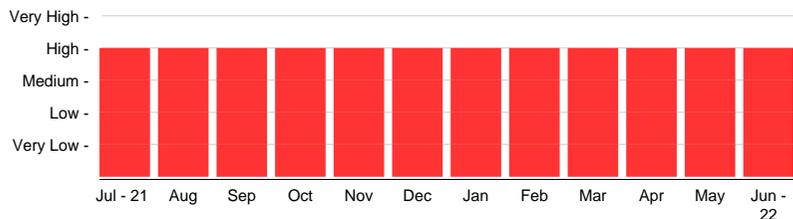
| Last Update | Risk Response | Projected Completion |
|-------------|---------------|----------------------|
| 07/06/2022  | Treat         | 31/07/2022           |

Develop an end of programme report from the previous transformation programme and use the lessons learnt following a review at Scrutiny in March 22 to re-shape the new Swansea - Achieving Better Together from Recovery programme.  
(Amended from: Learning from the previous transformation programme, Sustainable Swansea adapted into the new programme following final report to Scrutiny in August 2021) June 21

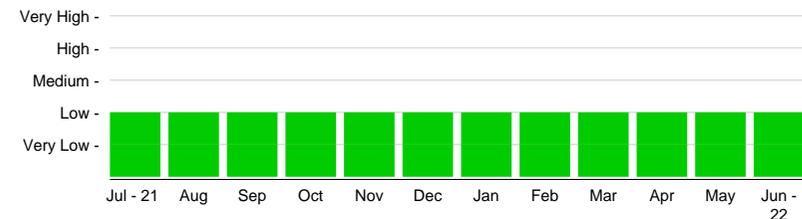
|            |       |            |
|------------|-------|------------|
| 10/05/2022 | Treat | 31/10/2022 |
|------------|-------|------------|

Page 64

Historical Impact : High



Historical Likelihood : Low



# Risk on a Page

Risk Title : Reducing and tackling Fraud

Risk ID : 289

Description : If the council does not put robust arrangements in place to protect its limited resources and assets from fraud and corruption, then it will remove resources from the council so that they are not put to best use to support those with the greatest need and will cause untold social harm to individuals and communities.

Risk Level : Corporate

Responsible Officer : Ben.Smith

Councillor : Robert Stewart

Last Update : 01/06/2022

|                  |        |       |       |       |       |       |       |       |       |       |       |        |
|------------------|--------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|--------|
| Historical RAG : | Jul-21 | Aug   | Sep   | Oct   | Nov   | Dec   | Jan   | Feb   | Mar   | Apr   | May   | Jun-22 |
|                  | AMBER  | AMBER | AMBER | AMBER | AMBER | AMBER | AMBER | AMBER | AMBER | AMBER | AMBER | AMBER  |

**Current Control Measures**

Review annually and remind staff every six months of detailed policies and procedures in place for staff to follow to reduce the likelihood and opportunity of fraudulent activity, including Financial Procedure Rules, Contract Procedure Rules and Procurement Guidelines. (Updated 02/02/22)

**Last Update**

**Risk Response**

**Projected Completion**

Present the Annual Counter Fraud Plan and gain approval each year from CMT and Governance & Audit Committee to help ensure fraud risks are identified and highlighted and resources are targeted to key areas to limit the possible risk of fraud. (Updated 02/02/22)

09/03/2022

Treat

31/03/2023

Report progress annually and mid-year against the work undertaken by the Corporate Fraud Function to CMT and Governance & Audit Committee to assist in increasing fraud awareness across the organisation and highlight key risk areas in order to deter and reduce the risk of further fraudulent activity. (Updated 02/02/22)

09/03/2022

Treat

31/03/2023

The Fraud Team continue to act as the hub for the receipt of intelligence and alerts from the National Anti-Fraud Network and other organisations, including the Councils bankers and the Credit Industry Fraud Avoidance Service, and take action and circulate to raise awareness of current and emerging fraud risks that may be faced by the Council and so reduce the risk of the authority being subject to fraudulent attack. (Updated 02/02/22)

09/03/2022

Treat

31/03/2023

Provide independent assurance each year via the Chief Auditor's Annual Report and Opinion, the Annual Governance Statement and the Annual ISA 260 Report from the Council's external auditors of the existence of a strong and effective Governance, Risk Management and Internal Control framework that provides assurance that there are suitable controls and procedures in place across the Council to reduce the possibility of fraudulent activity. (Updated 02/02/22)

09/03/2022

Treat

31/03/2023

Governance & Audit Committee continues to review and assess the Risk Management, Internal Control And Corporate Governance Arrangements of the Authority as part of the committees annual work programme, which includes quarterly monitoring reports from the Chief Internal Auditor, the Strategic

09/03/2022

Treat

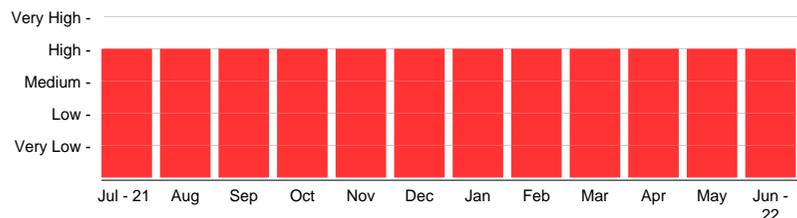
31/03/2023

Current Control Measures

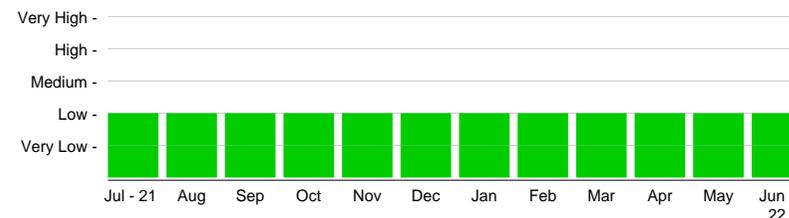
|   | Last Update | Risk Response | Projected Completion |
|---|-------------|---------------|----------------------|
| Delivery and Performance Manager and annual reports from the Corporate Directors, which provides assurance that there are suitable controls and procedures in place across the Council to reduce the possibility of fraudulent activity. (Updated 02/02/22)   |             |               |                      |
| Continue the work and publicise the existence at least twice a year of the Council's dedicated team of professionally trained and experienced Corporate Fraud Investigators to prevent, deter and detect fraudulent activity and to ensure any allegations of fraud and corruption are effectively investigated. (Updated 02/02/22) | 09/03/2022  | Treat         | 31/03/2023           |
| Annual review of all relevant policies and procedures to ensure they remain fit for purpose in helping to prevent and detect fraud and corruption e.g. the Anti-Fraud and Corruption Policy, Anti-Money Laundering Policy, Whistleblowing Policy, Disciplinary Policy and the Code of Conduct. (Updated 02/02/22)                   | 09/03/2022  | Treat         | 31/03/2023           |
| Continue to communicate a minimum of twice a year, via internal and external bulletins, a Zero Tolerance approach to fraud, bribery and corruption. (Updated 02/02/22)  | 09/03/2022  | Treat         | 31/03/2023           |
| Continue to take part in the National Fraud Initiative exercise coordinated by the Cabinet Office on a two-yearly basis, which involves data matching across a broad range of Council data in order to detect and prevent fraudulent activity. (Updated 02/02/22)   | 09/03/2022  | Treat         | 31/03/2023           |
| Continue to implement an action plan to further strengthen counter-fraud arrangements in response to a review of counter-fraud arrangements in public sector bodies across Wales undertaken by Audit Wales. (Updated 02/02/22)  | 09/03/2022  | Treat         | 31/03/2023           |
| Continue to assess all reports of fraud received via a dedicated fraud inbox for staff and the general public to report any suspicion of alleged fraudulent activity and evaluate the threats and respond accordingly. (Updated 02/02/22)   | 09/03/2022  | Treat         | 31/03/2023           |

Page 66

Historical Impact : High



Historical Likelihood : Low



# Risk on a Page

Risk Title : Impact of Poverty

Risk ID : 290

Description : If there is increased demand on Council services due to an increased number of residents experiencing the impact of poverty due to Covid. Then the impact includes increased debt, reduction in household income and negative impact on health and well-being.

Risk Level : Corporate

Responsible Officer : Amy.Hawkins

Councillor : Alyson Pugh

Last Update : 13/06/2022

Historical RAG :

| Jul-21 | Aug   | Sep   | Oct   | Nov   | Dec   | Jan   | Feb   | Mar   | Apr   | May   | Jun-22 |
|--------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|--------|
| AMBER  | AMBER | AMBER | AMBER | AMBER | AMBER | AMBER | AMBER | AMBER | AMBER | AMBER | AMBER  |

## Current Control Measures

The provision of Employability support, Debt and Benefit advice and guidance commissioned and in-house, increase take up of benefit entitlements, skills support and administration of Covid Self isolation payments. Work across the Authority through the Poverty Forum and with external partners through the Poverty Partnership Forum to identify risk management strategies to mitigate the impact.

Last Update

Risk Response

Projected Completion

Increased demand on council services due to an increased number of residents experiencing the impact of poverty due to the cost of living crisis and the ongoing impact of the pandemic. The impact includes increased debt, reduction in household income and negative impact on health and well-being. The cost of living payments have been automatically been paid to those who we have details for other's the online application is open. Additional funding has been allocated for energy crisis payments which residents are accessing. Increased funding has been allocated to community and voluntary organisations for addressing food poverty and addressing period poverty.

05/05/2022

Treat

31/03/2023

04/05/2022

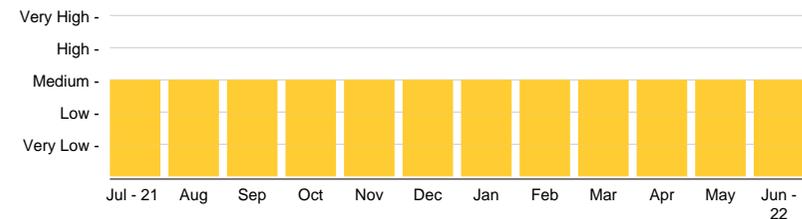
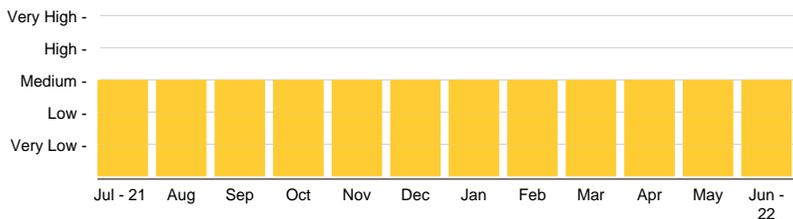
Treat

31/03/2023

Page 67

Historical Impact : Medium

Historical Likelihood : Medium



# Risk on a Page

Risk Title : Oracle Fusion

Risk ID : 309

Description : If the impact of the ongoing COVID response and subsequent volume of COVID recovery activities continue to pressure business as usual work across both services and the Council's external suppliers, then there is a risk the Oracle Fusion project will continue to experience delays that could impact the go live date of October 2022 and increase cost for the Council.

Risk Level : Corporate

Responsible Officer : Sarah.Lackenby

Councillor : Andrea Lewis

Last Update : 29/06/2022



### Current Control Measures

Last Update

Risk Response

Projected Completion

Weekly monitoring by the Project lead of capacity and remedial actions plans put in place, agreed at Executive Steering Board monthly and escalated to CMT/Cabinet where appropriate.

29/06/2022

Tolerate

31/10/2022

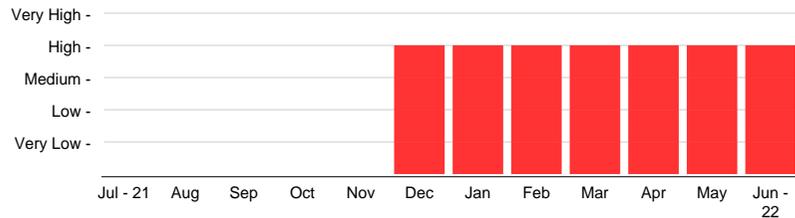
Daily monitoring by the implementation Team and Project lead of the programme risk register with red risks and issues escalated to the Design Authority fortnightly, Executive Steering Board monthly and CMT at the next Wednesday Meeting.

29/06/2022

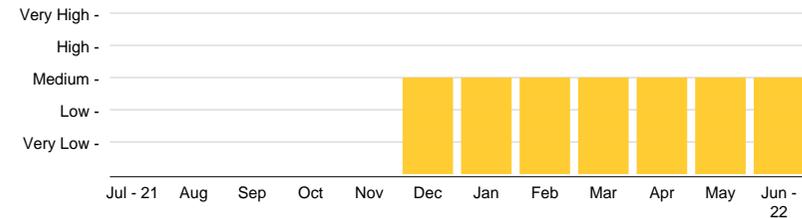
Tolerate

31/10/2022

Historical Impact : High



Historical Likelihood : Medium



# Risk on a Page

Risk Title : Escalating Provider Costs

Risk ID : 319

Description : If costs continue to rise for externally commissioned care services then there is a risk that either care services will not be sustainable and people may not receive care, or that costs to the department will increase.

Risk Level : Corporate

Responsible Officer : David.Howes

Councillor : Louise Gibbard

Last Update : 24/06/2022

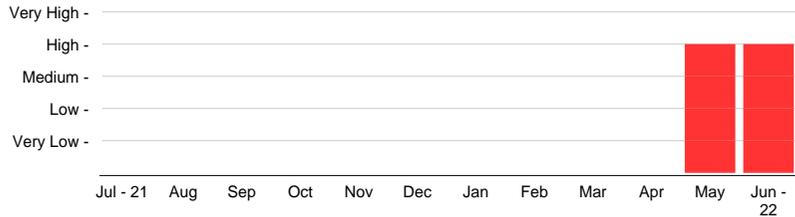
|                  |        |     |     |     |     |     |     |     |     |     |     |        |
|------------------|--------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|--------|
| Historical RAG : | Jul-21 | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun-22 |
|                  |        |     |     |     |     |     |     |     |     |     | RED | RED    |

### Current Control Measures

|  | Last Update | Risk Response | Projected Completion |
|--|-------------|---------------|----------------------|
| Review other rising costs across care home and domiciliary care services and propose solutions to address unforeseen cost increases (utilities, agency costs, food and insurance etc) - to be reviewed quarterly | 24/06/2022  | Treat         | 01/11/2022           |
| Review fuel costs paid to external domiciliary care workforce and provide additional payments to meet rising fuel costs (to be reviewed quarterly).  | 24/06/2022  | Treat         | 01/11/2022           |
| Ensure temporary financial support is affordable and aligned with appropriate budgets.   | 24/06/2022  | Treat         | 01/11/2022           |

Page 69

Historical Impact : High



Historical Likelihood : High



# Risk on a Page

Risk Title : Safeguarding Mandatory Training

Risk ID : 320

Description : If the council does not put robust arrangements in place to undertake and record mandatory training in relation to Safeguarding, then it will not be able to fulfil its duties to keep our citizens safe.

Risk Level : Corporate

Responsible Officer : Rachael.Davies

Councillor : David Hopkins

Last Update : 14/06/2022

|                  |        |     |     |     |     |     |     |     |     |     |       |        |
|------------------|--------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-------|--------|
| Historical RAG : | Jul-21 | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May   | Jun-22 |
|                  |        |     |     |     |     |     |     |     |     |     | AMBER | AMBER  |

**Current Control Measures**

The risk will be monitored through CMT as well as part of the risk management at PFM and Governance and Audit Committee.

**Last Update**

27/05/2022

**Risk Response**

Tolerate

**Projected Completion**

31/03/2023

Regular Quarterly and annual reports to CMT.

27/05/2022

Treat

31/03/2023

Identified statutory officers identified and suitably qualified to ensure safeguarding arrangements are in place and policies and procedures are implemented.

27/05/2022

Treat

31/03/2023

Corporate Safeguarding policy already in place for all staff and councillors to follow.

27/05/2022

Treat

31/03/2023

Managers to record and report when training is undertaken to the HR and Service centre and ensure any refresher training is undertaken.

27/05/2022

Treat

31/03/2023

Manager must ensure that this training forms part of the induction process for new staff and also reviewed as part of the annual appraisal on when a refresher is due.

27/05/2022

Treat

31/03/2023

Ensure mandatory training on Safeguarding as well as Level 1 Violence against women, domestic abuse and sexual violence is undertaken by all employees and councillors.

27/05/2022

Treat

31/03/2023

Regular (at least Annual) review of relevant policies and procedures.

27/05/2022

Treat

31/03/2023

Historical Impact : **High**



Historical Likelihood : **Low**



# Integrated Impact Assessment Screening Form - Appendix B

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

## Which service area and directorate are you from?

Service Area: 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:

Quarter 1 2022/23 Corporate Risk Overview. High level summary of the overall status of Corporate Risk in the Council during Q1.

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

# Integrated Impact Assessment Screening Form - Appendix B

Human Rights

**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**

Not applicable - Quarter 1 2022/23 Corporate Risk Overview. High level summary of the overall status of Corporate Risk in the Council during Q1.

---

**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*

## Integrated Impact Assessment Screening Form - Appendix B

organisation is making. For example, financial impact/poverty, withdrawal of multiple services and whether this is disadvantaging the same groups, e.g., disabled people, older people, single parents (who are mainly women), etc.)

**Outcome of Screening – Quarter 1 2022/23 Corporate Risk Overview. High level summary of the overall status of Corporate Risk in the Council during Q1..**

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

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

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

Full IIA to be completed

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

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

|  |
|--|
| <b>Screening completed by:</b>                             |
| <b>Name:</b> R Rowlands                                    |
| <b>Job title:</b> Strategic Delivery & Performance Manager |
| <b>Date:</b> 05/09/22                                      |
| <b>Approval by Head of Service:</b>                        |
| <b>Name:</b> Lee Wenham                                    |
| <b>Position:</b> Head of Communications & marketing        |
| <b>Date:</b> 05/09/22                                      |

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

# Agenda Item 7



## Report of the Director of Education

Governance & Audit Committee – 27 September 2022

### Education Directorate: Internal Control Environment

2022/2023

|                                    |  |
|------------------------------------|--|
| <b>Purpose:</b>                    | The report presents the Education Directorate control environment, including risk management, in place to ensure functions are exercised effectively; there is economic, efficient and effective use of resources, and; effective governance to secure these arrangements. |
| <b>Report Author:</b>              | Kelly Small, Head of Education Planning and Resources  |
| <b>Finance Officer:</b>            | Ben Smith  |
| <b>Legal Officer:</b>              | Stephen Holland  |
| <b>Access to Services Officer:</b> | Rhian Millar   |
| <b>For Information</b>             |  |

#### 1. Background and Key Points

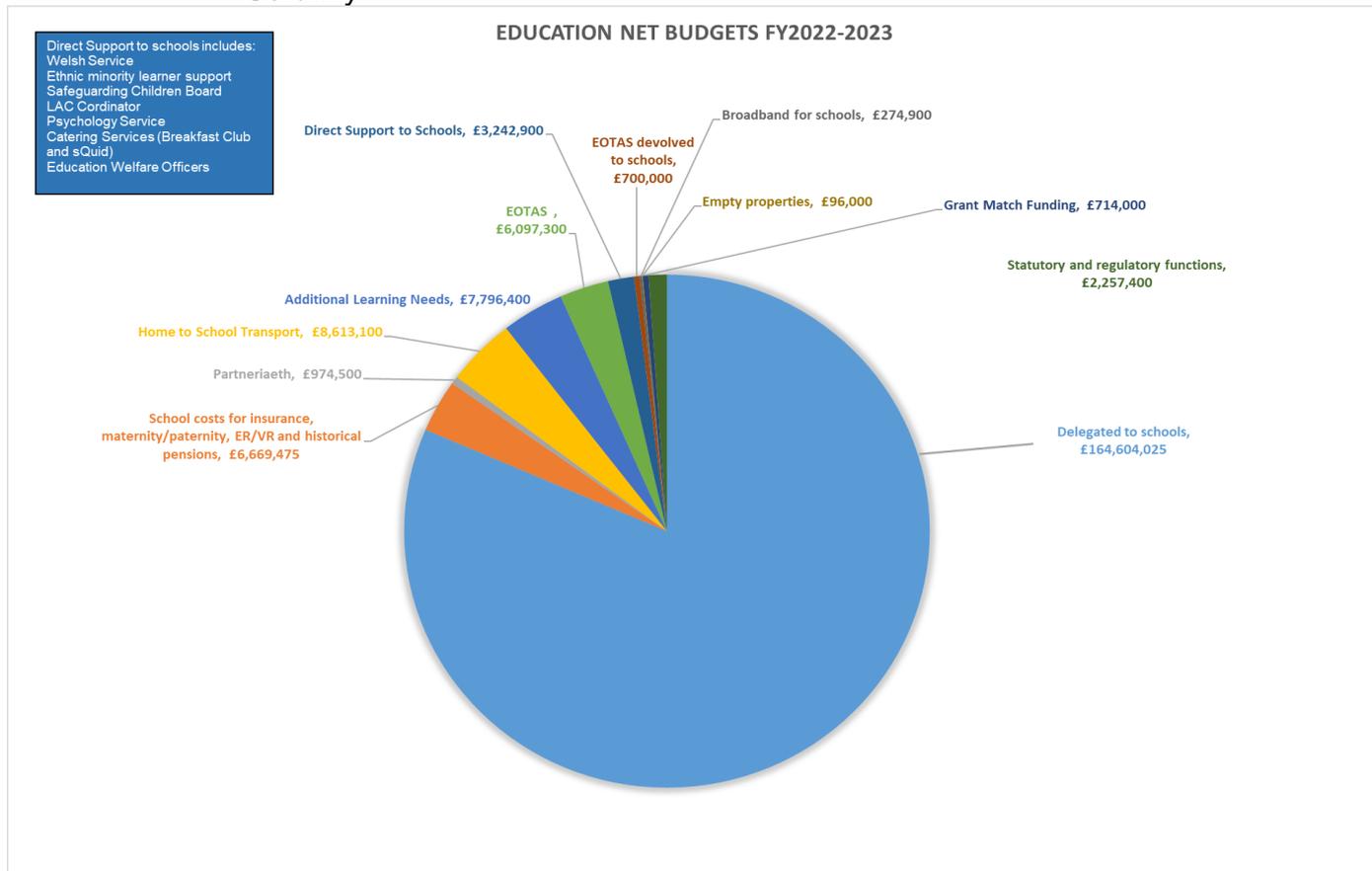
1.1 The pie chart below shows a broad break down of the Education Portfolio Budget and key points to note include the:

- Level of delegation of funding and responsibilities to schools, which now hold the bulk of the available funding, and the fact that they determine their own spending priorities and the services they choose to 'buy back'
- Continuing relative prioritisation of the delegated budget
- Significant areas of pupil specific support within the remaining non-delegated budget which are inherently volatile and demand-led
- Significant potentially time-limited external funding streams
- Significant capital investment programme

1.2 The assurance framework includes the following key elements:

- Clear strategies, objectives and linkages with:
  - Corporate and other statutory plans

- Business planning/operational plans
- Robust risk management through:
  - Mapping, monitoring, mitigation and escalation of risks
- Tight internal controls consistent with:
  - Scheme of delegation
  - Standing Orders/Financial Regulations
  - Performance and Financial Monitoring (PFM)
- Reassurance through:
  - Audit
  - Scrutiny



1.3 Key aspects of the authority oversight of schools' financial arrangements include:

- Reviewing schools' budget plans; - through **School Improvement Advisers** and accountancy staff/Primary Support Officers (PSOs)
- Conducting high level monitoring of school budgets; - as **part of PFM mechanism**
- Agreeing a deficit reduction programme with schools in deficit; - **S151 Officer approval required**
- Challenging excess surplus balances held by schools without good reason; - a clear process is followed as **set out in the Scheme for the Financing of Schools**

- Planning and conducting an audit programme for schools; - **action plans require confirmation that report has been considered by Governing Body**; and
- Intervening in schools causing financial concern; - **in accordance with regulations regarding the process to be followed**

#### 1.4 School Audits:

- The overall picture is a positive one in terms of working in partnership with schools and the outcomes of audits and thematic reviews
- It remains the case that the most effective and robust controls generally exist where there is ownership of the issues and of the need for robust financial procedures by schools

#### 1.5 Key aspects of the Education Directorate's arrangements include:

- Cabinet Member briefing
- Senior Leadership Board (SLB) and Management Team (EDSLT)
- School Issues/Schools Causing Concern
- Performance management and budget monitoring (PFM)
- Performance appraisals
- A robust internal control framework with:
  - Clear roles and responsibilities
  - Clear and effective authorisation processes
  - Robust and complete policies and procedures
  - Robust monitoring, reporting and reviewing arrangements
  - Timely identification and mitigation of control weaknesses
  - Staff awareness of procedural rules
  - Promotion of an anti-fraud culture

## 2. Risk Management and business continuity

2.1 Risks within Education are promptly identified and managed at appropriate levels (corporate, directorate, service, programme/project), and as far as possible mitigated, as part of the service review and planning cycle processes and ongoing self-evaluation. Monitoring is conducted through the Directorate performance management and reporting mechanisms at PFM, SLB and EDSLTT meetings and programme/project boards with risks escalated as appropriate (with particular focus on 'red' risks).

2.2 The corporate online system is used for documenting and managing risks and all risks are evaluated and RAG rated (based on likelihood and impact) and updated at the end of each month. The risk management process is reported to the Audit Committee regularly. It is an expectation that the Education Directorate is fully compliant with reviewing control measures, risk wording and risk level each month as part of a joined-up approach, particularly with Social Services (e.g., looked after children) and Place (e.g., business continuity and asset management issues). Education has responded to the need to improve the quality of control measures with the risk register.

- 2.3 Programme and project level risks associated with the Quality in Education (QEd)/Sustainable Communities for Learning Programme are managed via mature programme and project risk management processes in line with corporate requirements and the Welsh Government's grant conditions and gateway review recommendations.
- 2.4 Integrated Impact Assessments (IIAs) are required for the decision making at Cabinet (the executive level). If EDSLTL identify a policy, change or review that requires a Cabinet decision then an IIA must be completed at the inception stage.
- 2.5 Areas of greatest assessed risk currently include:
- Lack of coherence between growing national expectations and core funding settlements
    - Base funding is required rather than ad hoc WG grant initiatives
  - Lack of capacity and resilience across Directorate
    - To maintain core statutory and regulatory duties
    - To respond to growing demands
  - Lack of capacity across wider Council services and the construction industry itself with the growing scale of capital investment opportunities

### **3. Performance management/KPIs**

- 3.1 Education has a set of high-level strategic priorities that are reviewed on an annual basis, in consultation with EDSLTL. In addition, the Directorate has three overarching Service Plans, one per Head of Service, updated annually at the end of each financial year in line with corporate planning requirements. Priorities identified in the Corporate Plan 2022-2023 [Corporate plan - Swansea](#) are reflected in, addressed and delivered through Education's Strategic Priorities, Service Plans and Team Improvement Plans. Team Improvement Plans are refreshed at the start of each academic year and are reviewed on a termly basis. Each quarter, the Director of Education reports to the Corporate Management Team (CMT) on progress of the Heads of Service plans, and their constituent Team Improvement Plans if relevant to the Directorate's high-level priorities.
- 3.2 As well as the annual cycle of planning and reporting, there is an internal five-year plan that is reviewed after two academic years. The high-level internal plan is called [Abertawe 2023](#) and is drawn up in consultation with headteachers to ensure visibility on key priorities, the enabling factors required to deliver priorities and the shared vision for education in Swansea. The current document is subject to review during academic year 2022-2023 and will result in Abertawe 2027.
- 3.3 As well as the corporate requirement to hold monthly PFM meetings, Education has weekly Strategic Leads Board (SLB) meetings and monthly Education Directorate Senior Leadership Team (EDSLTL) meetings. Through these, the progress and impact of service delivery is reported on and monitored. SLB is a key conduit for directorate decision making. EDSLTL is a key conduit for integration across the directorate.

- 3.4 Each EDSLTL manager provides a half-termly report to the EDSLTL meeting, the report highlights key successes, challenges, and a forward look on delivering the team's improvement plan. Plans are in place to reduce the reporting cycle to quarterly frequency. Issues are highlighted and risks are discussed in one-to-one meetings with line managers. If a risk (something that could happen) cannot be mitigated easily or an issue (something that has already happened) cannot be resolved easily then matters must be escalated to the Head of Service to be included on the corporate risk register that has three layers starting with service risk, then directorate risk and finally corporate risk. At the end of each reporting segment, each EDSLTL manager provides a summative position on their team's improvement plan.
- 3.5 Each member of staff receives an annual appraisal each September, which includes reviewing progress of the previous year's objectives, and development/training plans and objectives are set based on their contribution to delivering their Team Improvement Plans' objectives for the coming year. Informal mid-year reviews are conducted half yearly in April and can be part of the monthly one-to-one meeting between managers and their direct reports.
- 3.6 EDSLTL managers and team leaders hold regular meetings with their teams, where progress against key priorities and targets are discussed and staff are given the opportunity to raise risks and issues and hear wider directorate and corporate communications. All staff have regular one-to-one meetings with their managers/team leaders for performance monitoring and pastoral support.

#### **4. Planning and decision making**

- 4.1 The Education Directorate has robust monitoring and management structures, processes and practices in place, to appropriately review delivery against planned targets and outcomes, and to monitor and manage all aspects of financial, performance and service delivery risk.
- 4.2 The diagram in Annex 1 shows the overall governance in terms of management structure and key groups which Education officers lead and/or participate in and use to support co-production as well as consultation. The management structure has clear functions with terms of reference available for Strategic Leads Board (SLB), PFM (Performance and Finance Management) and EDSLTL (Education Directorate Senior Leadership Team) – see Annex 2 for current documents (that will be reviewed at the start of the new academic year).
- 4.3 Overall leadership and strategic governance is provided by SLB which meets weekly and is comprised of the Director of Education and Heads of Service. In addition, fixed term associate membership to SLB is offered to support resilience and develop leaders. Operational delivery of education services is managed by Heads of the nine Service Teams.

- 4.4 SLB along with the Heads of Teams comprise Education's Senior Leadership Team (EDSLT) which meets monthly.
- 4.5 In addition, Education Directorate officers lead and/or participate in several key strategic and stakeholder/consultative/co-construction and partnership groups.
- 4.6 The governance structure along with robust planning, monitoring, review and risk management practices ensures sound planning and decision making, performance and financial monitoring and robust consultative/partnership activity, as well as integrated and collaborative ways of working.

## **5. Budget and resources management**

- 5.1 In line with corporate requirements, the Education Directorate holds Performance and Financial Management meetings (PFM). This group monitors the progress of and addresses any issues:
- Team Improvement Plans, objectives and targets
  - Key performance indicators (KPIs)
  - Corporate, directorate and service risks
  - Capital and revenue budgets
  - Freedom of Information Act (FOI) requests; Subject Access Requests (SAR) and complaints
  - Directorate's sickness levels
  - School senior management absence
  - Cases of fraud
  - Headcount reductions
  - Procurement and financial controls
  - Termly and annual reports on safeguarding in schools and the Directorate
  - Preparations for, and actions arising from, local authority inspections/regulatory activity

## **6. Fraud and financial impropriety**

- 6.1 The assurance framework and robust internal controls set out in this report provide a solid foundation for the continuing promotion of an anti-fraud culture within the Education Directorate and for any matters of concern to be identified and confidently raised by staff.

## **7. Compliance with policies, rules and regulatory requirements**

- 7.1 The assurance framework and robust internal controls set out in this report provide a solid foundation for ensuring compliance with policies, rules and regulatory requirements within the Education Directorate. Periodic reminders are given to managers and team members and re-emphasised in any training opportunities.

## **8. Programme and project assurance**

- 8.1 As previously highlighted, programme and project level governance and risks associated with the Quality in Education (QEd)/Sustainable Communities for Learning Programme are managed via mature programme and project risk management processes in line with corporate requirements and Welsh Government grant conditions and gateway review recommendations. Governance arrangements are shown in more detail in Annex 3, both in relation to pre-construction/business case development as well as the construction stage of projects.
- 8.2 The governance of the programme and the detailed business cases required to access the available capital investment funding streams are rigorously scrutinised by Welsh Government officials and consistently positive feedback has been received.

## **9. Internal controls**

- 9.1 Key elements of the internal control framework include:

- Clear roles and responsibilities
- Clear and effective authorisation processes
- Robust and complete policies and procedures
- Robust monitoring, reporting and review arrangements
- Timely identification and mitigation of control weaknesses
- Staff awareness of procedural rules
- Promotion of an anti-fraud culture

- 9.2 Internal controls compliance is assured through:

- Performance and Budget Monitoring and robust action, reporting and escalation
- Internal Audit Assurance
- Senior Management Assurance Statements
- Risk Management/Data Security
- Programme/Project Assurance

## **10. Data security**

- 10.1 The Directorate manages high levels of personal information, and statutory requirements are such that this information needs to be routinely used to inform reports, assessments and plans. The consequences of any inadvertent data breach are always serious.
- 10.2 The processes for monitoring and reporting breaches are well established across the Directorate, as are the processes for learning from any such breach. Officers collaborate closely with the council's Data Protection Officer to ensure that any lessons learned from breaches anywhere in the council and beyond are used to continually improve our processes.

10.3 Arrangements are in place and monitored at PFM and officers are appropriately trained and reminded of the importance of agreed procedures. This is apparent from the limited number of breaches and issues that have taken place within the Directorate.

## **11. Partnership/collaboration governance**

11.1 Education Directorate officers lead on several key strategic and stakeholder/consultative/partnership groups, to ensure that there is regular engagement and appropriate input from key stakeholders into key planning processes, and to further enhance monitoring of progress and performance. Increasingly, the directorate relies on key delivery partners.

11.2 In all groups, important strategies, challenges and issues are discussed, clear outcomes defined, and actions allocated.

11.3 The principal key strategic and stakeholder/consultative groups which education officers lead and/or participate in are the strategic and consultative groups in the local authority/schools' partnership agreement.

11.4 New regional school improvement partnership arrangements are now in place with Partneriaeth, with appropriate governance and risk management.

## **12. Integrated Impact Assessment Implications**

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

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

12.2 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 social, economic, environmental and cultural well-being of Wales by taking action, in accordance with the sustainable development principle, aimed at achieving the 'well-being goals'.

- 12.3 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.
- 12.4 An IIA Screening has been completed (Appendix C) and as there are no specific equality issues relating to this report there is no need to complete a full IIA report.

### **13. Legal Implications**

- 13.1 There are no legal implications.

### **14. Financial Implications**

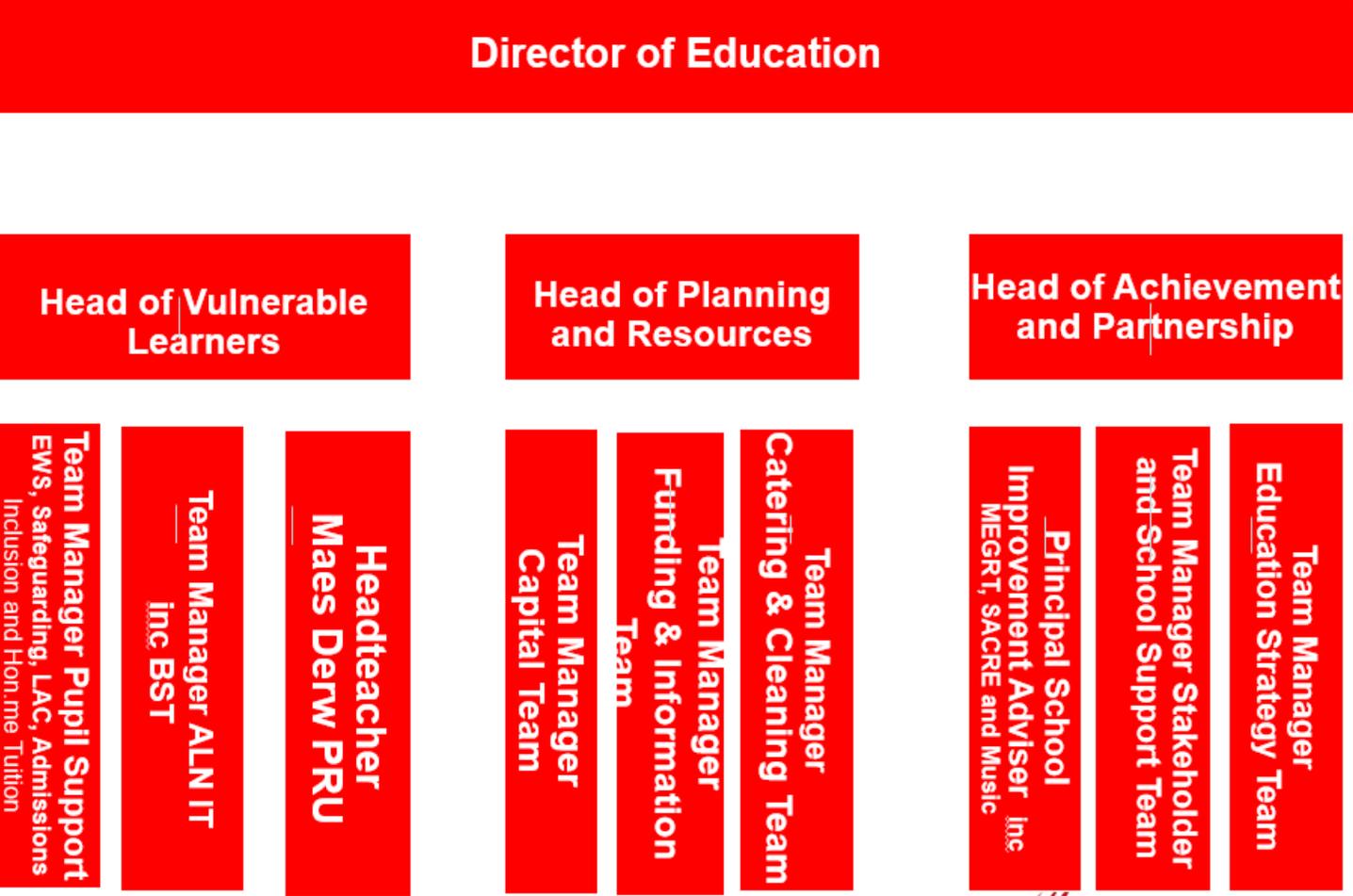
- 14.1 There are no financial implications.

**Background papers:** None

#### **Appendices:**

- |            |   |
|------------|---|
| Annex 1    | Overall governance in terms of management structure and key groups which Education officers lead and/or participate in and use to support co-production as well as consultation |
| Annex 2    | Current documents (that will be reviewed at the start of the new academic year).  |
| Annex 3    | QEd Programme.  |
| Appendix A | (Directorate) Corporate and Directorate Risks on a page Report  |
| Appendix B | (Directorate) Assurance Map updated   |
| Appendix C | IIA Screening   |

Education Governance, Consultation and Partnership  
Education Directorate SLB and EDSLTT Teams



### Key Consultative and Partnership Groups

|                                      |                                  |                                    |   |  |                                   |                                  |   |
|--------------------------------------|----------------------------------|------------------------------------|---|--|-----------------------------------|----------------------------------|---|
| Joint Finance                        | Budget Forum                     | Parent Carer Forum                 | YCA/Primary Headteachers                        | SCCASH/ Secondary Headteachers         | Cross-phase Headteachers          | ALN Cross phase                  | Partneriaeth Addysg Gymraeg Abertawe (PAGA) |
| School Improvement Partnership (SIP) | Swansea Skills Partnership (PSA) | NEETS Prevention Partnership (NPP) | Joint Director of Social Services and Education | South-West Wales Education Partnership | West Glamorgan Safeguarding Board | West Glamorgan Partnership Board | Regional Learning and Skills Partnership    |

**Education Directorate Strategic Leads Board Terms of Reference**

1. The Education Strategic Leads Board (SLB) consists of:
  - 1.1 Director of Education (DoE)
  - 1.2 Head of Achievement and Partnership Services (APS)
  - 1.3 Head of Education Planning and Resources Service (EPRS)
  - 1.4 Head of Vulnerable Learners (VLS)
2. The role of the SLB will be to:
  - 2.1 provide strategic leadership to the delivery of the Council and Education Directorate priorities
  - 2.2 work within the values and behaviours of the Welsh Government, the regional education consortium, the Council and the Directorate's policies
  - 2.3 lead on the strategic direction for the Directorate and the overall priorities, based on national, regional and local service needs identified and understanding of statutory and other external drivers for change and improvement
3. In line with the Council's performance management arrangements and planning cycle, the SLB will:
  - 3.1 provide strategic direction for service teams to plan, implement and monitor the delivery of service developments and service improvements in line with departmental, Council priorities and external drivers for change
  - 3.2 set targets in conjunction with service and operational team leaders and monitor service performance against agreed success criteria
  - 3.3 monitor and advise on risks and issues which will prevent successful delivery of priorities and services
  - 3.4 provide a key linkage in terms of governance and escalation, between operational monitoring and management and Departmental and Directorate Performance and Financial Monitoring (PFM) processes
  - 3.5 champion projects within the Council's programme and project governance framework
  - 3.6 regularly communicate Welsh Government, regional, Council, Education Directorate and local developments and 'news' to service and group leads

4. Provide oversight to strategic decisions on all non-urgent papers/briefings that are to be discussed at and approved by EDSLTL before circulation to anyone outside the Education Directorate. This includes senior officers or elected members.
5. SLB will:
  - 5.1 monitor performance management issues
  - 5.2 scrutinise departmental issues and feedback comments, issues and suggestions
  - 5.3 influence the corporate delivery programme, agree any actions necessary within service areas to support successful implementation and agree appropriate representation from the Department for corporate reviews and initiatives
  - 5.4 provide strategic overview on issues, key performance trends, external pressures and new drivers
  - 5.5 receive updates on national, regional and Directorate policy and strategic developments that may impact education and/or require cross-departmental working and feedback comments, issues and suggestions
  - 5.6 agree agenda topics in advance for future meetings
6. SLB will meet on a weekly basis. Meetings will be arranged at a time arranged in agreement with the members. The Chair may call additional meetings if required.
7. The position of Chair will rotate between the members of SLB on a timetable agreed by all members.
8. The meeting agenda and papers will be circulated via e-mail at least two working days prior to each meeting.
9. Minutes will be circulated to members of the SLB no later than five working days following each meeting. Meeting minutes will be formally agreed at the start of each meeting.
10. Meeting agendas and papers from previous meetings will be available via the Education Services Unit (ESU).
11. Meeting venues for the following meeting will be agreed at least five working days in advance.
12. All members of SLB will be required to confirm that they do not have any conflict of interest in relation to any matters considered by SLB.

13. SLB will be able to co-opt additional attendees to extend their expertise and/or support priority activities.
14. SLB will be deemed to be quorate when the Chair (on the day), Secretary and 50% (rounded up to a whole number) of the total number of members of the SLB at the time of the meeting are present.
15. Attendance at SLB is mandatory and meetings should be prioritised by members. Unless illness prevents a member from attending, written permission must be sought from the Director of Education should an officer not be able to attend a meeting. If possible, a written update should be provided in lieu of attendance.

## **Performance and Financial Monitoring**

### **2. Performance and financial management (PFM)**

2.1 In line with corporate requirements, the Education Directorate holds Performance and Financial Management meetings (PFM). The purpose and membership of this group is as follows:

#### **Membership of PFM**

- Education Directorate's Director and Heads of Service
- Education Directorate's representatives from Finance and Corporate Business Performance Teams
- Education Directorate's Head of Funding and Information Team
- Education Directorate's Head of Performance Team

#### **Purpose**

This group monitors the progress of and addresses any issues:

- Team Units' plans, objectives and targets
- Key performance indicators (KPIs)
- Corporate, directorate and service risks
- Capital and revenue budgets
- Freedom of Information Act (FOI) requests; Subject Access Requests (SAR) and complaints
- Directorate's sickness levels
- School senior management absence
- Cases of fraud
- Headcount reductions
- Procurement and financial controls
- Termly and annual reports on safeguarding in schools and the Directorate
- Preparations for, and actions arising from, local authority inspections/regulatory activity

### **2.2 Notes of current guidance for PFM (set out in 2010/2011)**

#### **Introduction**

1. This note details the financial management information to be considered by monthly Performance & Financial Monitoring (PFM) meetings in accordance with the terms of reference.
2. The reference to Responsible Officers means Chief Executive, Executive Director, Corporate Directors and Heads of Service. It is the responsibility of Responsible Officers to ensure that all items falling within the scope of this report are correctly identified and reported in the Finance report.

#### **Budget Management**

3. Council agrees the overall Revenue and Capital budgets in February each year. The Head of Finance will issue Responsible Officers with detailed

revenue and capital management budgets at the start of each financial year. These management budgets comprise a number of budget lines which are consistent with the broad budget headings agreed by Council. Budget monitoring will be performed against these management budget lines.

4. Subject to FPR 6 , Responsible Officers may authorise expenditure against budget lines falling within their responsibility subject to:
  - compliance with requirements of the Council's Constitution (e.g., Contract Procedure Rules)
  - compliance with financial procedure rules 6 and 7 if relevant
  - the availability of adequate budget to meet the proposed spending
5. For the avoidance of doubt, there is no authority to exceed agreed budgets. Furthermore, it is the responsibility of Directors and Heads of Service (HOS) to ensure that, unless otherwise agreed, offsetting savings are identified to eliminate any overall forecast overspending for the year.
6. Responsible Officers must monitor all budgets falling within their responsibility. Any material forecast overspendings must be highlighted and reported to monthly Directorate Performance and Financial Monitoring (PFM) meetings together with proposals to contain overall spending within the budget agreed by Council. Also see virement below.

### **Financial Management Information**

7. Financial management information will be set out in a pro forma report to PFM meetings each month. The report will include information as described below. The report will be completed as far as possible before the meetings. However, it is unavoidable that some of the detail will be added/amended at the meeting.
8. PFM meeting support officers will co-ordinate the production of monthly reports.
9. Each PFM meeting will minute actions arising from each item in the report.

### **Part A – Budget Management Information**

#### **Financial Overview**

10. The first section of the report will include overview comments by (a) the responsible Director and (b) the service accountant. The comments will summarise the overall forecast position for the year and will detail any key actions needed to contain spending within the overall approved budget for the year.

*Comments will be provided three working days prior to the meeting.*

#### **Forecast Budget Variations**

11. The Directorate level summary (form finpfm3 – see appendix B) will detail the budget approved by Council (as adjusted for agreed virement – see below) and current spending forecast for the year.

*Service accountants will provide the completed forms 3 working days prior to the meeting*

12. The Service Unit level summary (form finpfm4) will detail material forecast variations for the year. What is material will vary from budget to budget but will include:
  - all forecast variations over 0.5% or £25,000 (whichever is the lesser) of the service budget
  - items of political and / or managerial significance
  - budgets which have been the subject of specific spending decisions e.g., a Cabinet report

*Service accountants will initiate these forms based on responses to budget monitoring information issued to budget managers. Responsible Officers will confirm the accuracy of the forecasts (including actions to be taken to limit spending) three working days before the meeting.*

13. Where it has been agreed by the Head of Finance that a specific overspending will be met from a designated earmarked reserve (including Contingency Fund) then the service budget will be adjusted accordingly.

### **Budget Virement**

14. Following a report to the relevant monthly Directorate PFM meeting, Virement between approved Revenue and Capital budget lines is subject to approval as follows:

|                        |   |
|------------------------|---|
| Up to £75,000          | By Responsible Officer                                  |
| £75,000 to £150,000    | By the relevant Member of the Corporate Management Team |
| £150,000 to £1 million | By the Chief Financial Officer                          |
| Above £1 million       | By Cabinet  |

Virement will mainly consist of agreed transfers between management budget lines but also any:

- increased (or decreased) assumption in relation spending to be financed from specific earmarked reserves
  - grant or externally funded schemes (see FPR 7)
15. The monthly report will detail new proposals for virement for consideration at the PFM meeting.

*Responsible Officers to provide proposals 3 working days before the meeting.*

### **Contingency Fund**

16. Service use of Contingency Fund will be on an exceptional basis and will be explicitly agreed by the Executive Director. Requests to use Contingency Fund will not be considered until all options to make offsetting savings have been exhausted.
17. For 2010/11, this agreement will be mainly limited to the one-off costs of achieving HOS, management and supervision budget savings. Other forecast overspendings will need to be met from existing budgets unless otherwise agreed. All agreed uses of the Contingency Fund will be detailed in the Finance report.

*Responsible Officers to provide proposals 3 working days before the meeting.*

### **Progress in Achieving Budget Savings 2010/11**

18. The budget agreed by Council on 22/02/10 includes detailed savings proposals of £9.680m. The Finance report will record, progress month by month in achieving the agreed savings. It is the responsibility of Directors and HOS to ensure that savings are achieved. Failure to achieve agreed savings will result in a requirement to identify alternative savings and / or cost reductions elsewhere in service budgets.
19. Management and supervision reductions will be separately tracked and reported - see below.

*Responsible Officers to provide an update 3 working days before the meeting.*

### **Progress in Achieving Management & Supervision Reductions 2010/11**

20. This section of the report will detail Directorate progress in achieving their £500,000 savings target for 2010/11. If a part year saving (only) is achievable, then other savings must be identified to resolve any shortfall.

*Responsible Officers to provide proposals 3 working days before the meeting.*

### **Progress in Achieving the Medium-Term Financial Plan Action Plan**

21. Responsibility for achieving then Action Plan has been allocated to specific directorate officers. However, PFM meetings will need to review progress in relation to their areas of responsibility to ensure that due dates and required actions are achieved.

*Designated lead officers to provide monthly updates in accordance with a timetable determined by the Business Improvement Board.*

### **Grant / Capital Bids 2010/11**

22. The process to be followed in submitting grant / capital bids is set out in accounting instructions. In particular:
  - Financial implications must be clearly set out

- There is certainty of current and future budget provision to meet any Council costs
- All grant applications are processed through Finance without exception.

PFM meetings will review the status of applications to be made in 2010/11 and beyond including the consideration of detailed business cases as required.

*Heads of Service to provide updates 3 working days before the meeting*

### **Corporate Project Costs**

23. It is important that Directorates track and review the overall cost of major projects falling within their responsibility including allocated budgets and indirect costs however arising. This section of the report will compare the overall agreed budget with the latest forecast of costs. Any significant variations (including funding solutions) will need to be escalated to CMT for consideration.

*Heads of Service to provide updates 3 working days before the meeting*

### **Efficiency Savings Achieved to Date – Cash Releasing**

24. The Council is required to report efficiency savings to the WAG each year. It is the responsibility of PFM meetings to track and record cash and non-releasing savings in 2010/11.

*Heads of Service to provide updates 3 working days before the meeting*

### **Efficiency Savings Achieved to Date – Non-Cash Releasing**

25. Similarly, PFM meetings are required to identify and record efficiency savings which have not necessarily resulted in a budget saving. Guidance has been provided on the identification of such savings.

*Heads of Service to provide updates 3 working days before the meeting*

## **Part B – Other Financial Management Information**

### **Accounts Payable Statistics (% Achieved)**

26. PFM meetings will consider Service Unit performance in achieving payment of invoices within 30 days and utilisation of the ISIS (as opposed to non-ISIS) ordering system.

*Finance Department to provide updates 3 working days before the meeting*

### **Accounts Receivable Statistics - Resolution of Disputed Invoices (% Achieved)**

27. PFM meetings will consider Service Unit performance in resolving debtor queries within the target of 14 days. Frequently, this target is not achieved resulting in a suspension of normal collection procedures. A listing will be provided each month of debtor invoices in dispute for periods more than 30

days. It is the responsibility of each HOS to promptly address any delays. PFM meetings will monitor the overall Directorate position and agree remedial actions.

*Finance Department to provide updates 3 working days before the meeting*

**Accounts Receivable Statistics - Debts Older Than 60 Days**

28. PFM meetings will consider summary information of debts outstanding.

*Finance Department to provide updates 3 working days before the meeting*

**Headcount Reduction**

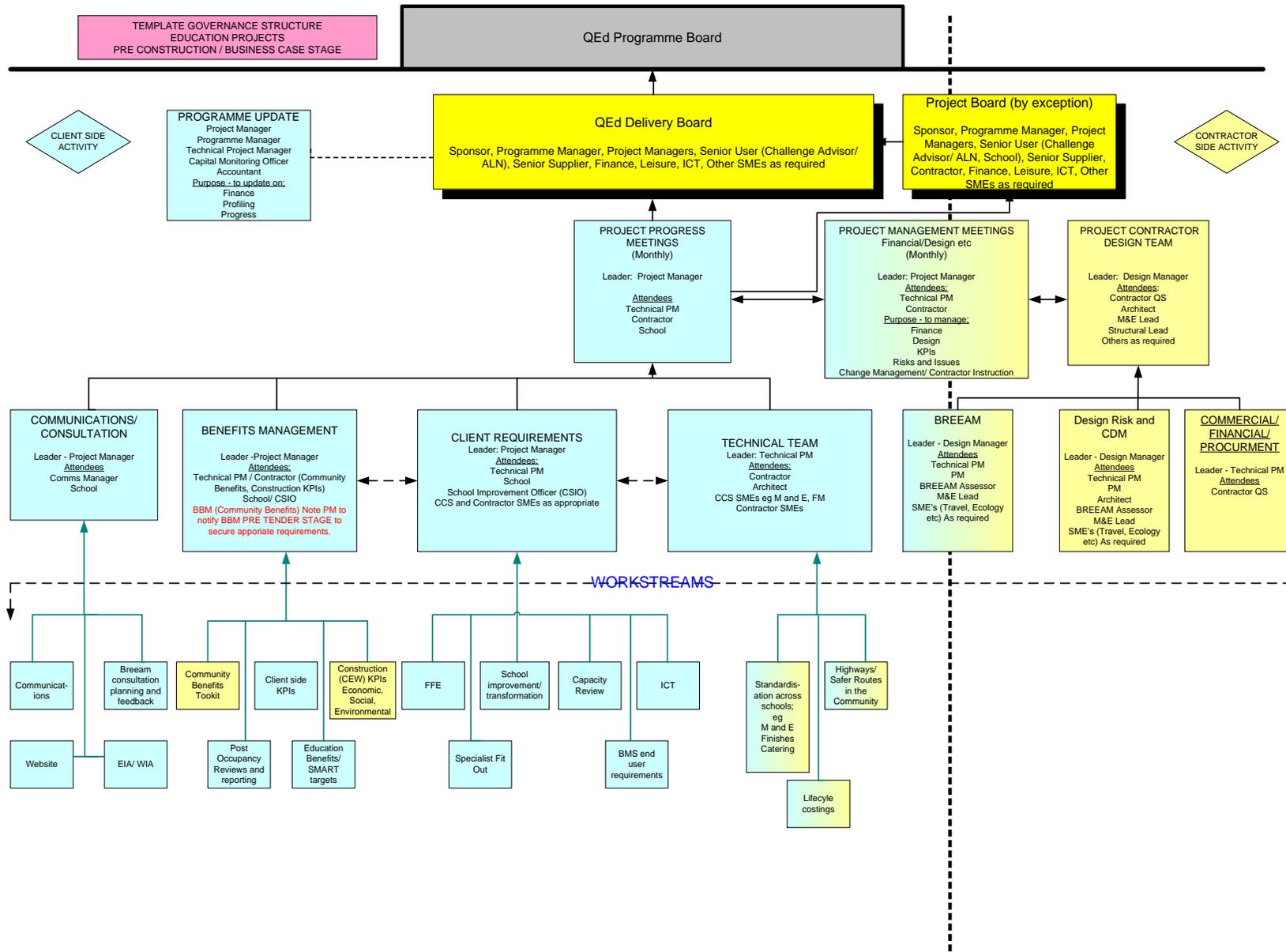
29. Progress in achieving headcount reduction service by service will be considered at monthly PFM meetings. The starting point is staffing levels as of 1<sup>st</sup> April 2010. The monthly report will show cumulative reductions service by service.

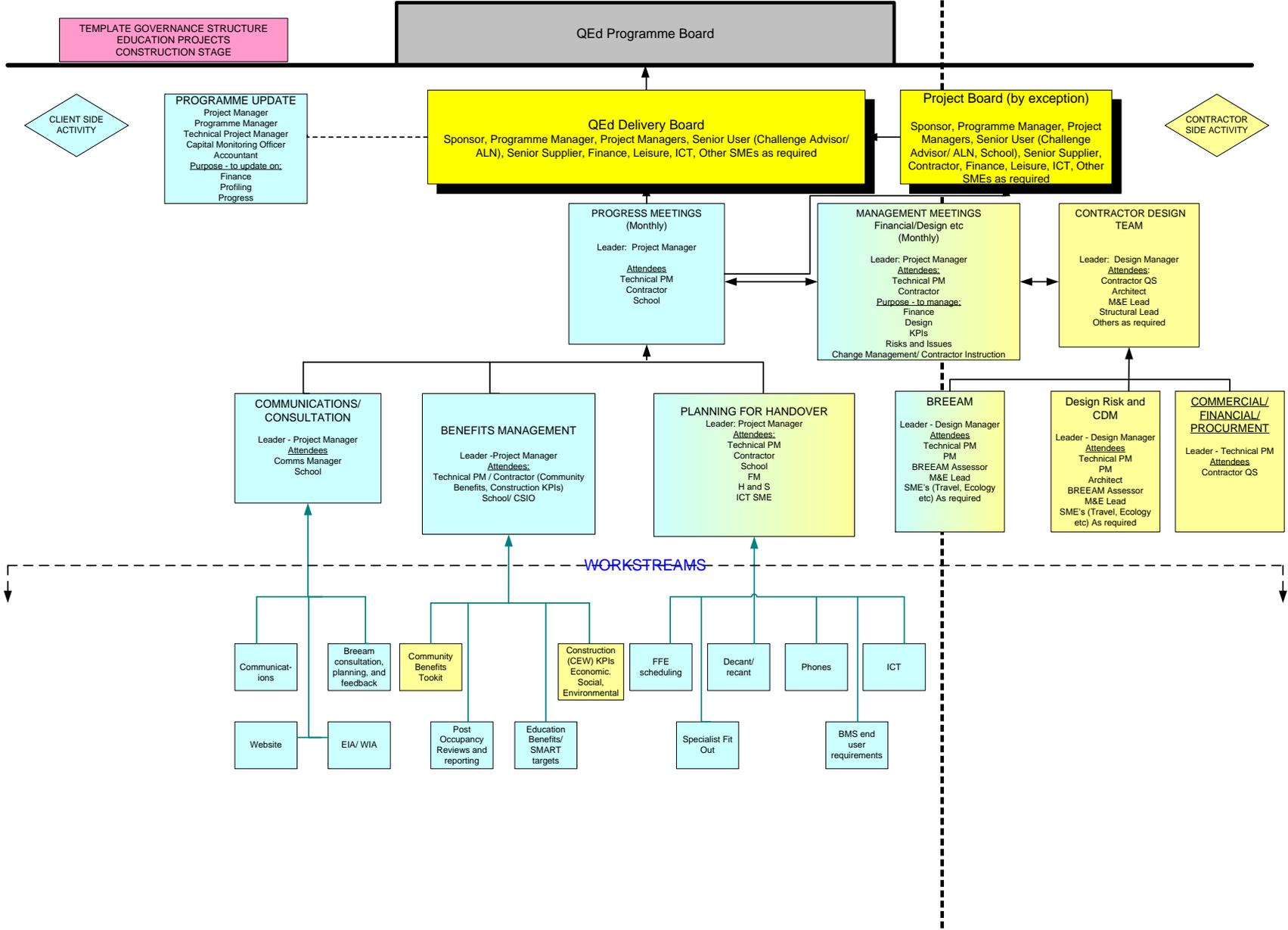
*Heads of Service to provide updates 3 working days before the meeting*

## Education Directorate Senior Leadership Team Terms of Reference

1. The Education Senior Leadership Team (EDSLT) consists of:
  - 1.1 Director of Education (DOE)
  - 1.2 Head of Achievement and Partnership Service (APS)
  - 1.3 Head of Education Planning and Resources Service (EPRS)
  - 1.4 Head of Vulnerable Learners Service (VLS)
  - 1.5 Team Manager Education Strategy Team (EST)
  - 1.6 Principal School Improvement Adviser (SIT)
  - 1.7 Team Manager Additional Learning Needs and Inclusion Team (ALNIT)
  - 1.8 Headteacher of Swansea PRU (PRU)
  - 1.9 Team Manager of Catering and Cleaning Team (CCT)
  - 1.10 Team Manager of Stakeholder and School Support Team (SST)
  - 1.11 Team Manager of Funding and Information Team (FIT)
  - 1.12 Team Manager of Capital Team (CT)
  - 1.13 Team Manager of Pupil Support Team (PST)
2. The role of the EDSLTT will be to:
  - 2.1 support the delivery of the Council and Education Directorate priorities
  - 2.2 work within the values of the Council and the Directorate's expectations and entitlements policy
  - 2.3 input into the strategic direction for the Directorate and the overall priorities, based on local service needs identified and understanding of statutory and other external drivers for change and improvement
3. In line with the Council's performance management arrangements and planning cycle, the EDSLTT will:
  - 3.1 work with operational service teams to plan, implement and monitor the delivery of service developments and service improvements in line with departmental, Council priorities and external drivers for change
  - 3.2 set targets in conjunction with service and operational team leaders and monitor service performance against agreed success criteria
  - 3.3 identify risks and issues that may prevent successful delivery of priorities and services
  - 3.4 initiate projects within the Council's programme and project governance framework
  - 3.5 regularly communicate Council, Education Directorate and local developments and 'news' to operational team leaders and teams
4. EDSLTT will:

- 4.1 identify, discuss and support performance management issues
  - 4.2 receive updates on Council issues and feedback comments, issues and suggestions
  - 4.3 receive updates on the corporate delivery programme and agree any actions necessary within service areas to support successful implementation
  - 4.4 provide feedback from operational service areas (issues, key performance trends, external pressures and new drivers)
  - 4.5 receive updates on new policy and strategic developments for education, training and schools and feedback comments, issues and suggestions, acting as a sounding board and in an influencing role
  - 4.6 receive updates on other Directorate policy and strategic developments that may impact education and/or require cross-departmental working and feedback comments, issues and suggestions
  - 4.7 agree agenda topics in advance for future meetings
5. EDSLTL will meet monthly. Meetings will be held between 10am and 1pm on Monday mornings unless otherwise advised. The Director of Education may call additional meetings if required.
  6. The meeting agenda and papers will be circulated via e-mail at least two working days prior to each meeting.
  7. Minutes will be circulated to members of the EDSLTL no later than five working days following each meeting. Meeting minutes will be formally agreed at the start of each meeting.
  8. Meeting agendas and papers from previous meetings will be available from the secretariat.
  9. Meeting venues for the following meeting will be agreed at least 2 weeks in advance.
  10. All members of EDSLTL will be required to confirm that they do not have any conflict of interest in relation to any matters considered by EDSLTL.
  11. EDSLTL will be able to co-opt additional members and set up sub-groups, for instance to extend their expertise or support priority activities.
  12. Attendance at EDSLTL is mandatory and meetings should be prioritised by members. Unless illness prevents a member from attending, verbal or email apologies should be provided should an officer not be able to attend a meeting. A written update should be provided in lieu of attendance. Nominated deputies are allowed.





# Risk on a Page

Risk Title : Pupil attainment and achievement

Risk ID : 94

Description : If pupils do not receive a very good education then they will not achieve the right qualifications and skills to take advantage of the Swansea Bay City Deal and contribute effectively to the economic prosperity of the city.

Risk Level : Corporate

Responsible Officer : Helen.Morgan-Rees

Councillor : Robert Smith

Last Update : 24/08/2022

|                  |        |       |     |     |       |       |       |       |       |       |       |        |
|------------------|--------|-------|-----|-----|-------|-------|-------|-------|-------|-------|-------|--------|
| Historical RAG : | Sep-21 | Oct   | Nov | Dec | Jan   | Feb   | Mar   | Apr   | May   | Jun   | Jul   | Aug-22 |
|                  |        | AMBER |     |     | AMBER  |

## Current Control Measures

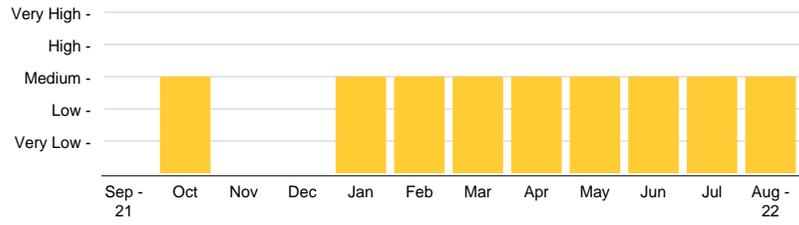
External regulation by Estyn remains in place with three remit visits conducted since the start of the pandemic in 2020, two evaluations of schools in follow-up and two pilot inspections planned in February 2022, Schools are aware that inspections are due to commence in the summer term of 2022 and know that their own self-evaluation and setting of priorities are required by Estyn to demonstrate continual improvement in providing good quality learning, broad curriculum opportunities and high standards of teaching. The Estyn framework supports the definition of good quality education in schools and supports the mitigation of a bad education where too many barriers to learning such as low attendance, high exclusion rates, poor behaviour and insufficient support for vulnerable learners, including those needing additional learning provision (ALP) remain in place.

Termly monitoring and evaluation helps to mitigate against a narrow curriculum, poor quality teaching and weak school leadership. Termly reports are quality assured by the lead school improvement officer. School improvement advisers support and challenge schools to ensure learners' potential is maximised. Progress on each school's priorities to improve outcomes for learners is examined thoroughly as well as the school's evaluation of its own performance. Where schools' capacity to self-improve (without intervention) is compromised, more intense support packages are agreed with precise action plans. The statutory function of monitoring and evaluation helps mitigate the risk of poor quality provision for pupils. In addition, a new school profiler is in development and will be utilised fully during academic year 2021-2022 to identify schools that require the most support. Monthly schools issues meeting are held and will be chaired by Head of Achievement and Partnership.

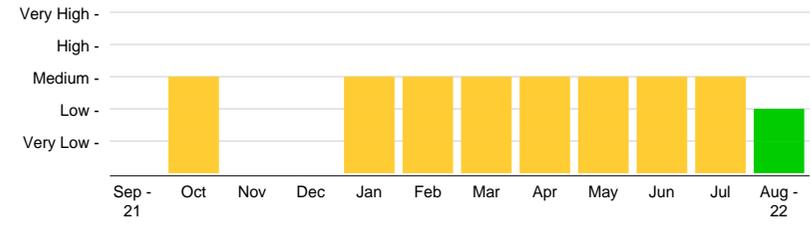
Since January 2022, school and provider inspections have re-commenced after a two year pause. To date, three pilot inspections have been conducted with one published. The full inspection regime will commence in the summer term 2022 and will provide useful external regulation. Inspection outcomes across five inspection areas are closely assessed. However, the close monitoring, support and intervention of schools provides good internal control. A school profiler is in operation to support early identification of schools requiring more support than others.

|   | Last Update | Risk Response | Projected Completion |
|---|-------------|---------------|----------------------|
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| Termly monitoring and evaluation helps to mitigate against a narrow curriculum, poor quality teaching and weak school leadership. Termly reports are quality assured by the lead school improvement officer. School improvement advisers support and challenge schools to ensure learners' potential is maximised. Progress on each school's priorities to improve outcomes for learners is examined thoroughly as well as the school's evaluation of its own performance. Where schools' capacity to self-improve (without intervention) is compromised, more intense support packages are agreed with precise action plans. The statutory function of monitoring and evaluation helps mitigate the risk of poor quality provision for pupils. In addition, a new school profiler is in development and will be utilised fully during academic year 2021-2022 to identify schools that require the most support. Monthly schools issues meeting are held and will be chaired by Head of Achievement and Partnership. | 24/08/2022  | Treat         | 31/10/2023           |
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Historical Impact : **Medium**



Historical Likelihood : **Low**



# Risk on a Page

Risk Title : Band B - Resourcing of the delivery of the Strategic Outline Programme

Risk ID : 86

Description : If we do not effectively resource tasks and workstreams around our updated Strategic Outline Programme and business cases, then we risk undermining the delivery of our Band B programme and also our opportunities through Local Development Plan.  
If there is insufficient capacity within the construction industry to deliver the scale of capital investment required, then delivery will be delayed.

Risk Level : Directorate

Responsible Officer : Kelly.Small

Councillor : Robert Smith

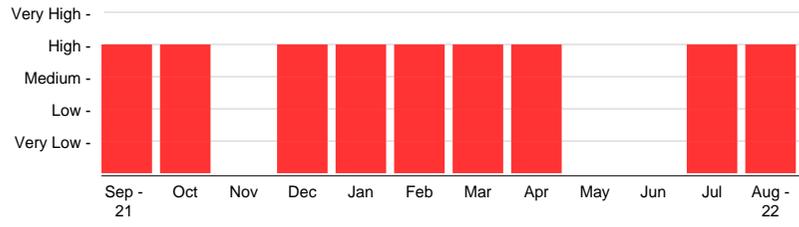
Last Update : 31/08/2022

|  |                  |        |     |     |     |     |     |     |     |     |     |     |        |
|--|------------------|--------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|--------|
|  | Historical RAG : | Sep-21 | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug-22 |
|  |                  | RED    | RED |     | RED | RED | RED | RED | RED | RED |     | RED | RED    |

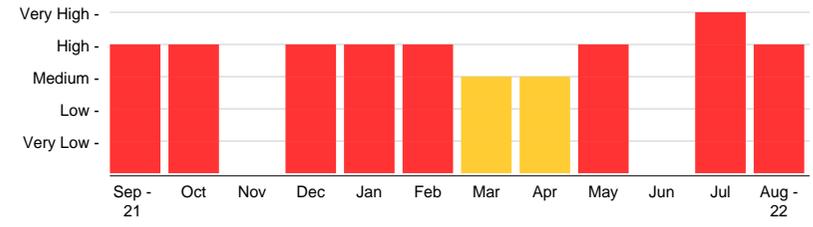
Page 101

|  | Last Update | Risk Response | Projected Completion |
|--|-------------|---------------|----------------------|
| <p><b>Current Control Measures</b></p> <p>This is now impacting the Education project team, and despite several attempts to recruit we have failed. If we do not manage to backfill resources then programme delivery will be affected. An options review is underway.</p>   | 31/08/2022  | Treat         | 31/12/2022           |
| <p>Building Services are developing a framework for consultant appointments but this won't be implemented until the end of the calendar year. In the interim Building Services have committed to packaging some priority works eg for UFSMs, community focussed schools. A resourcing strategy for the upcoming projects is in development focussing on outsourcing.</p> | 31/08/2022  | Treat         | 31/12/2022           |
| <p>Consistent Support And Commitment To Access The Appropriate Level Of Developer Contributions Through The Ldp Process Towards Our Local Contribution To Band B Programme</p>   | 31/08/2022  | Treat         | 31/03/2026           |
| <p>Commit to regular forward planning and early engagement with internal teams through programme governance and project initiation workshops, to aide planning and agree resourcing strategies</p>   | 31/08/2022  | Treat         | 31/03/2026           |
| <p>Maintain close liaison With Wg To maximise funding opportunities to support and complement impact of QEd Programme and opportunities to bring forward remaining Band B priority schemes.</p>  | 31/08/2022  | Treat         | 31/03/2026           |

Historical Impact : **High**



Historical Likelihood : **High**



# Risk on a Page

Risk Title : Accessibility Strategy

Risk ID : 89

Description : If the plan is not updated this year then the LA is liable to Equality Act discrimination appeals or Ombudsman complaints

Risk Level : Directorate

Responsible Officer : Kelly.Small

Councillor : Robert Smith

Last Update : 09/08/2022

Historical RAG : 

|        |       |     |       |       |       |       |       |       |     |       |        |
|--------|-------|-----|-------|-------|-------|-------|-------|-------|-----|-------|--------|
| Sep-21 | Oct   | Nov | Dec   | Jan   | Feb   | Mar   | Apr   | May   | Jun | Jul   | Aug-22 |
| AMBER  | AMBER |     | AMBER | AMBER | AMBER | AMBER | AMBER | AMBER |     | AMBER |        |

### Current Control Measures

Review and update Accessibility Strategy and prepare and plan the undertaking of appropriate access audits of schools which will assist in planning investment to secure the best outcomes - requires resource capacity from ALN.

Last Update

13/07/2022

Risk Response

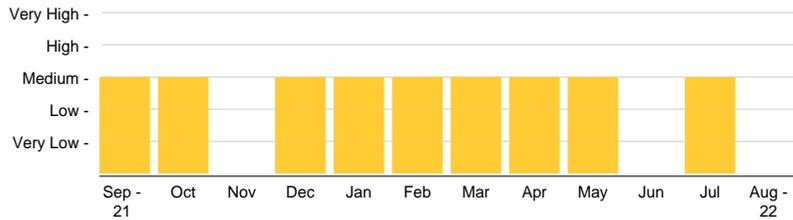
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Projected Completion

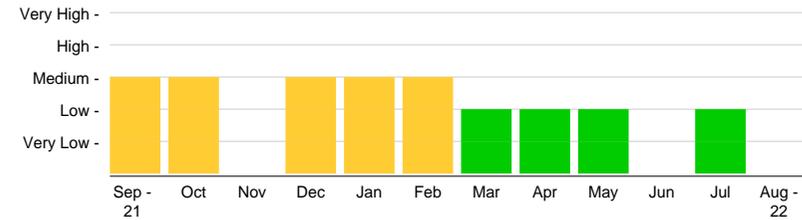
31/12/2022

Page 103

Historical Impact :



Historical Likelihood :



# Risk on a Page

Risk Title : School Cloud Oracle Access

Risk ID : 91

Description : If schools continue to be excluded from the corporate Oracle Cloud project then there will be extra costs and compatibility issues if they need to join at a later date, and a risk that they will not be able to operate financially if the current SIMS FMS system goes down, as support for this old system is limited and will end when SIMS moves to their own cloud model. Under best value, a new procurement process needs to be undertaken for data support for schools, particularly as it is a costly service.

Risk Level : Directorate

Responsible Officer : Helen.Morgan-Rees

Councillor : Robert Smith

Last Update : 09/08/2022



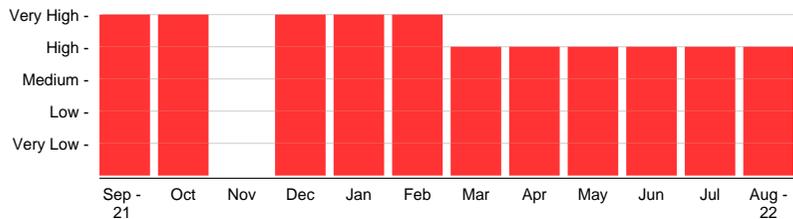
Page 104

### Current Control Measures

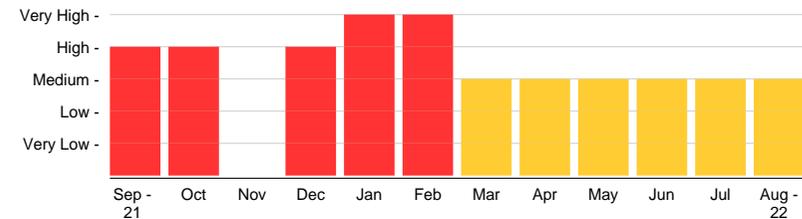
Officers in the Education Directorate continue to flag to CMT, project team dealing with Oracle, Finance etc. of the importance of including schools when scoping out the new cloud system. Continue to monitor the support given by SIMS to the existing product used by schools (SIMS FMS) as strong likelihood that support will cease.

| Last Update | Risk Response | Projected Completion |
|-------------|---------------|----------------------|
| 09/08/2022  | Tolerate      | 20/10/2022           |
| 19/07/2022  | Treat         | 01/09/2022           |
| 19/07/2022  | Treat         | 01/09/2022           |

Historical Impact : High



Historical Likelihood : Medium



# Risk on a Page

Risk Title : Band B - Programme funding risks

Risk ID : 96

Description : IF we are unable to gain approval to detailed business cases and timely access to the full funding envelope approved in principle by Welsh Government, and Swansea Council funding, THEN the investment in schools capital will not address all the identified priority needs. This would in turn impact on other Education strategies, policies and duties eg delivery of the WESP, planning of school places etc.

Risk Level : Directorate

Responsible Officer : Kelly.Small

Councillor : Robert Smith

Last Update : 31/08/2022

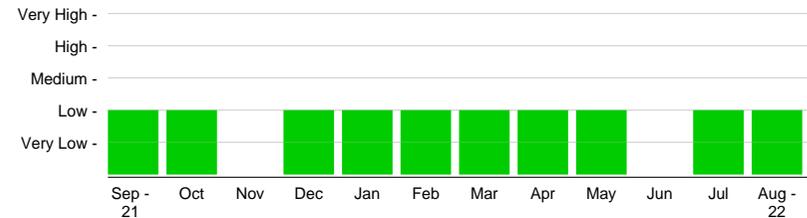
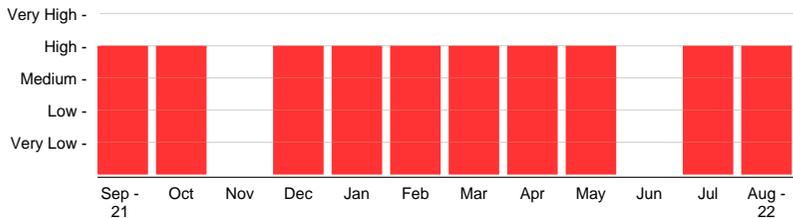
|                  |        |       |     |       |       |       |       |       |       |     |       |        |
|------------------|--------|-------|-----|-------|-------|-------|-------|-------|-------|-----|-------|--------|
| Historical RAG : | Sep-21 | Oct   | Nov | Dec   | Jan   | Feb   | Mar   | Apr   | May   | Jun | Jul   | Aug-22 |
|                  | AMBER  | AMBER |     | AMBER | AMBER | AMBER | AMBER | AMBER | AMBER |     | AMBER | AMBER  |

Page 105

| Current Control Measures   | Last Update | Risk Response | Projected Completion |
|--|-------------|---------------|----------------------|
| Update and discussion with CMT / Cabinet at key milestones in the programme development, securing strategic direction / buy in and support at each stage | 31/08/2022  | Treat         | 31/03/2026           |
| Maintenance of robust governance arrangements for Band B, including monthly reporting to Board and Delivery Group.                                       | 31/08/2022  | Treat         | 31/03/2026           |
| At least termly engagement with WG officials. Robust business cases submitted to programme, and accompanied by funding forecast updates.                 | 31/08/2022  | Treat         | 31/03/2026           |
| Evidence based county-wide strategy supported by feasibility and business cases for the next phase of priorities.  | 31/08/2022  | Treat         | 31/03/2026           |

Historical Impact : High

Historical Likelihood : Low



# Risk on a Page

Risk Title : Band B - Special School Project

Risk ID : 263

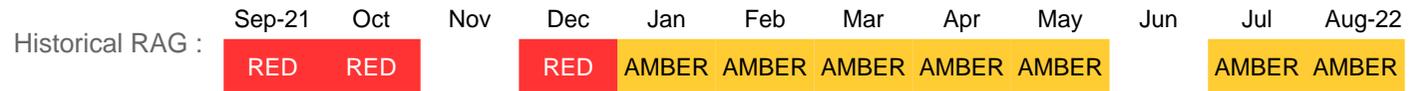
Description : IF a strategy and timeline is not established for special school provision THEN there is a risk that the authority will fail to meet its responsibilities in relation to ALN, will be unable to fully implement several elements of the ALN Strategy, and will continue to have to place an increasing number of pupils in out of county and independent provision leading to continued and increased budget overspends, and negatively impacting on pupil and family wellbeing and safeguarding.

Risk Level : Directorate

Responsible Officer : Kelly.Small

Councillor : Robert Smith

Last Update : 31/08/2022



### Current Control Measures

A further Cabinet/CMT review progress is planned for September/October 2022

Last Update

31/08/2022

Risk Response

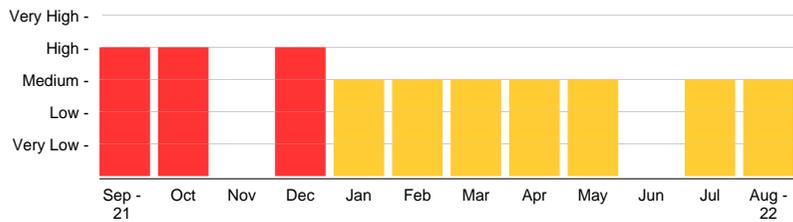
Treat

Projected Completion

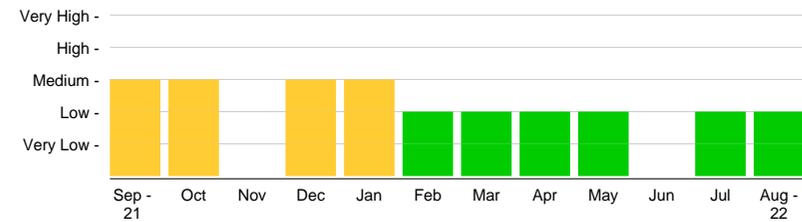
31/10/2022

Page 106

Historical Impact : Medium



Historical Likelihood : Low



# Risk on a Page

Risk Title : Decarbonisation

Risk ID : 301

Description : IF the QEd programme is to contribute to the local and national decarbonisation strategies, then this will require additional funding or it will impact on the ability to deliver more projects within the programme.

Risk Level : Directorate

Responsible Officer : Kelly.Small

Councillor : Robert Smith

Last Update : 31/08/2022

| Historical RAG : | Sep-21 | Oct   | Nov | Dec   | Jan   | Feb   | Mar   | Apr   | May   | Jun | Jul   | Aug-22 |
|------------------|--------|-------|-----|-------|-------|-------|-------|-------|-------|-----|-------|--------|
|                  | AMBER  | AMBER |     | AMBER | AMBER | AMBER | AMBER | AMBER | AMBER |     | AMBER | AMBER  |

### Current Control Measures

New build projects must now be delivered to NZC (operational), which will require additional funding or impact the scope of the programme. Scoping of requirements for those projects is in progress which will inform funding requirements.  
 For the existing portfolio CBS are procuring technical advice to inform a phased strategy, and to optimise funding opportunities through the capital maintenance programme.

Last Update

31/08/2022

Risk Response

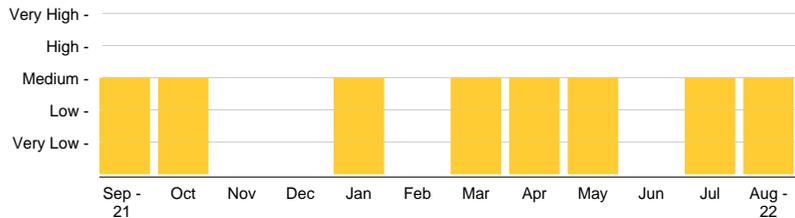
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Projected Completion

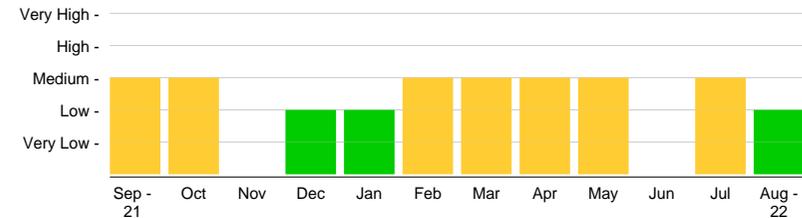
31/12/2022

Page 107

Historical Impact : **Medium**



Historical Likelihood : **Low**



# Risk on a Page

Risk Title : SIMS Management Information System in Swansea Schools

Risk ID : 308

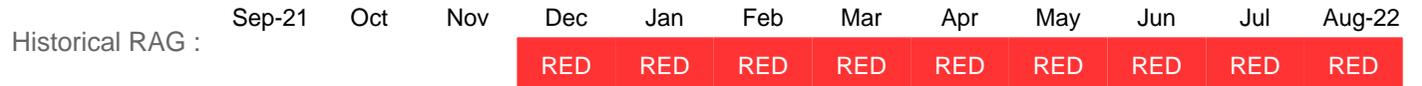
Description : The servers which currently host SIMS in the Civic Centre Data Centre are life expired, and are out of support from their manufacturer. There is a risk that any failure of these machines will impact on the availability of SIMS for schools, and also that the machines are becoming more vulnerable to cyber-attack.

Risk Level : Directorate

Responsible Officer : Mike.Jones

Councillor : Robert Smith

Last Update : 31/08/2022



## Current Control Measures

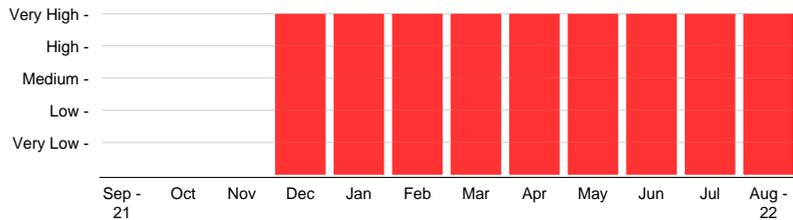
To mitigate against the possibility of the existing SIMS servers failing due to them being life-expired, a project is under way to establish a proof of concept for moving SIMS to cloud hosting in Axure. We are still waiting for ESS to provide their hosting agreement, which may determine how we can proceed.

Agreed 22 Aug 22 that a meeting between Education and Digital Services will be convened asap to agree a way forward for SIMS hosting.

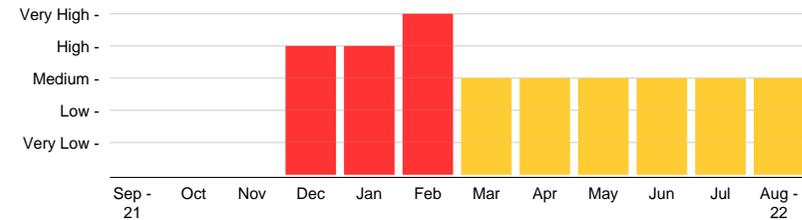
| Last Update | Risk Response | Projected Completion |
|-------------|---------------|----------------------|
| 31/08/2022  | Treat         | 01/04/2023           |
| 22/08/2022  | Treat         | 02/10/2022           |

Page 108

Historical Impact : **Very High**



Historical Likelihood : **Medium**



# Risk on a Page

Risk Title : Local health board

Risk ID : 311

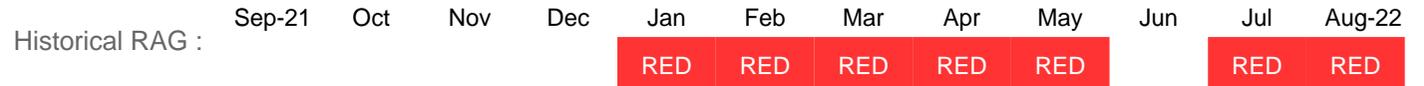
Description : If the local health board is ill-equipped to manage their responsibilities as set out in the ALNET legislation it will result in increased Tribunal appeals, workload and costs to the LA.

Risk Level : Directorate

Responsible Officer : Alison.Lane2

Councillor : Robert Smith

Last Update : 31/08/2022



### Current Control Measures

To maintain close working relationships with LHB colleagues to develop interim arrangements to meet the demands placed upon them.

Last Update

25/07/2022

Risk Response

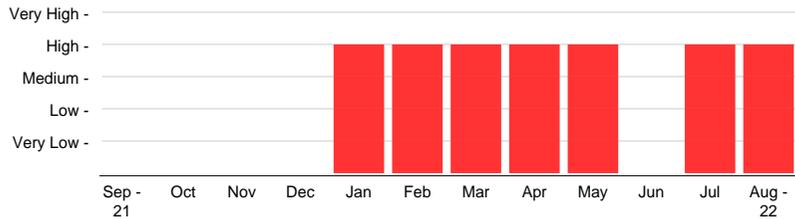
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Projected Completion

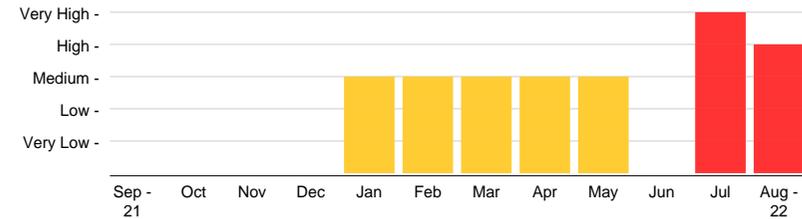
01/09/2022

Page 109

Historical Impact : High



Historical Likelihood : High



| Business Risk   | Current Impact | Current Likelihood | Overall RAG Status | Risk Owner / Updater | Level and Source of Assurance Appendix B |                                 |  |  |                                    |  |  | Internal Audit Needs | Planned Internal Audit Work | Audit Plan Area |
|-----------------|----------------|--------------------|--------------------|----------------------|--|---------------------------------|--|--|------------------------------------|--|--|----------------------|-----------------------------|-----------------|
|                 |                |                    |                    |                      | Level 1                                  | Level 2                         |  |  | Level 3                            |  |  |                      |                             |                 |
|                 |                |                    |                    |                      | Management Assurance                     | Other <u>Internal</u> Assurance |  |  | Other <u>Independent</u> Assurance |  |  |                      |                             |                 |
| Council/Cabinet | Scrutiny       | Other              | Internal Audit     | Other Bodies         |  | External Audit                  |  |  |                                    |  |  |                      |                             |                 |

|   |   |        |        |       |   |   |  |  |  |   |   |   |  |   |
|---|---|--------|--------|-------|---|---|--|--|--|---|---|---|--|---|
| <b>Risk ID</b><br>94<br><br><b>Risk Title</b><br>Pupil Attainment & Achievement<br><br><b>Risk Level</b><br>Corporate<br><br>Page 110 | <p>If pupils do not receive a very good education then they will not achieve the right qualifications and skills to take advantage of the Swansea Bay City Deal and to contribute effectively to the economic prosperity of the city.</p> | Medium | Medium | Amber | <b>Helen Morgan-Rees / Kate Phillips</b><br><p>&gt;Covid-19 – Safe Return to School Plan in place, 88% attendance first three weeks of Sept. Continuity of Learning Plan and Policy in place – Schools developing remote/ blended learning opportunities.<br/> &gt;Support for pupils to return safely in Sept. through Health, Welfare &amp; Community Education Stream of Covid-19 Recovery Plan.<br/> &gt;Childcare in schools offer for key workers and most vulnerable children during pandemic.<br/> &gt;Pupils eligible for FSM receive fortnightly BACS payment or food parcels during pandemic.<br/> &gt;Check-in, Catch-up and prepare sessions for safe return for learners.<br/> &gt;Further enhancement of the Continuity of Learning Programme.<br/> &gt;Challenge adviser monitoring visits.<br/> &gt;Budget proposals for 2021-22 continue to prioritise the delegated schools budget and areas of pupil specific support and the</p> | <p>&gt;Positive engagement and support from Cabinet and Council.<br/> &gt; Recovery plan has work streams looking at continuity of learning, wellbeing of school workforce.<br/> &gt;Two policy development work streams looking at skills and training as well as continuity of learning. Achieving Better Together Recovery Plan has oversight of education and skills work streams<br/> Cabinet oversight of key delivery partnership for improving practitioners and leaders in schools</p> | <p>&gt;Dedicated Scrutiny Panel to scrutinise education work and performance. Scrutiny covers barriers to learning, access to support, school improvement activity, key delivery partners, vocational opportunities and Swansea Skills Partnership, key delivery partnership in <i>Partneriaeth</i> and curriculum reform readiness.</p> | <p>Additional Learning Needs Board receives delivery highlight report of transformational plan. Improving Education &amp; Skills PDC.<br/> &gt;Education Skills Co-ordinator appointed.<br/> &gt;PSOs/ Accountancy provide support and oversight of school finance. Attendance and exclusion analysis and reports.</p> | <p>&gt;Various Edu. Audits in the Audit Plan.<br/> &gt;ESTYN reports review during school audits for finance / mgt. control.</p> | <p>&gt;ESTYN prog.of external school inspection has been paused in 2020-2021 and until after Easter 2022<br/> &gt;Local authority link inspectors have conducted thematic review on continuity of learning and support for vulnerable learners. Estyn undertake engagement visits with schools for curriculum readiness and ALN reform readiness. Link inspectors visit on a termly basis to evaluate objectives.</p> | <p>&gt;Audit Wales &amp; CIW.<br/> &gt; HSE audit of schools as Covid safe environments to allow education to continue.<br/> &gt;Welsh government returns, for example. Accelerated learning programme.</p> | <p>&gt;Range of Education audits in the plan to be completed as part of the rolling audit schedule.</p> | <p>&gt;School and other Education / thematic audits due in 2022/23</p> | Service Specific - Education – Improving Education and Skills |
|---|---|--------|--------|-------|---|---|--|--|--|---|---|---|--|---|

| Business Risk   | Current Impact | Current Likelihood | Overall RAG Status | Risk Owner / Updater | Level and Source of Assurance Appendix B |                                 |  |  |                                    |  | Internal Audit Needs | Planned Internal Audit Work | Audit Plan Area |  |
|-----------------|----------------|--------------------|--------------------|----------------------|--|---------------------------------|--|--|------------------------------------|--|----------------------|-----------------------------|-----------------|--|
|                 |                |                    |                    |                      | Level 1                                  | Level 2                         |  |  | Level 3                            |  |                      |                             |                 |  |
|                 |                |                    |                    |                      | Management Assurance                     | Other <i>Internal</i> Assurance |  |  | Other <i>Independent</i> Assurance |  |                      |                             |                 |  |
| Council/Cabinet | Scrutiny       | Other              | Internal Audit     | Other Bodies         |  | External Audit                  |  |  |                                    |  |                      |                             |                 |  |

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|
|  |  |  |  |  | significant cash increase will support the continuing enhancement of mainstream provision for all pupils |  |  |  |  |  |  |  |  |  |
|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|

Last Updated: 07/02/22

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

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

Service Area: Education Planning and Resources Services

Directorate: Education

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

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

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

The report to the governance and audit committee provides assurance on internal controls for performance and finance, risk management and governance arrangements within the Education Directorate.

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

| Impact                              | High Impact              |                          | Medium Impact                       |                          | Low Impact                          |                          | Needs Investigation                 |
|-------------------------------------|--------------------------|--------------------------|-------------------------------------|--------------------------|-------------------------------------|--------------------------|-------------------------------------|
|                                     | No                       | No                       | No                                  | No                       | No                                  | No                       |                                     |
| 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 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 checked="" 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 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 checked="" type="checkbox"/> |
| Asylum seekers                      | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>            | <input type="checkbox"/> | <input type="checkbox"/>            | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| Gypsies & travellers                | <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 checked="" type="checkbox"/> |
| Sex                                 | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>            | <input type="checkbox"/> | <input type="checkbox"/>            | <input type="checkbox"/> | <input checked="" type="checkbox"/> |

|                              |                          |                          |                          |                          |                                     |                          |                          |                                     |
|------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|-------------------------------------|--------------------------|--------------------------|-------------------------------------|
| Sexual Orientation           | <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 checked="" 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 checked="" type="checkbox"/> |
| Community cohesion           | <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 checked="" type="checkbox"/> |
| Pregnancy and maternity      | <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 checked="" type="checkbox"/> |

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

Education Senior Leadership Team of officers engaged on internal controls, governance and risk management. Schools provided with training sessions on financial control.

**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?**

The system of internal controls, risk management and governance within the Education Directorate is subject to continual review and improvement. Directorate plans pay due regard to the Wellbeing of Future Generations Act 2015. The impact of not having tight controls on Directorate finances, poor risk management and proper well-understood governance are not insignificant. However, the control measures described within the report indicate suitable mitigations to prevent poor resource and risk management.

**Outcome of Screening**

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

The screening indicates that there are low direct impacts on the population. However, the impacts on resource management are medium risk. The likelihood of the risk is mitigated by the contents of the report and appendices which should provide assurance to the committee.

(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: Kelly Small</b>                                   |
| <b>Job title: Head of Education Planning and Resources</b> |
| <b>Date: 2 September 2022</b>                              |

|  |
|--|
| <b>Approval by Head of Service:</b>    |
| <b>Name: Helen Morgan-Rees</b>         |
| <b>Position: Director of Education</b> |
| <b>Date: 2 September 2022</b>          |

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

# Agenda Item 8



## Report of the Director of Corporate Services

Governance and Audit Committee – 27 September 2022

### Absence Management Audit Report Update

|                                    |  |
|------------------------------------|--|
| <b>Purpose:</b>                    | To provide an update on the Absence Management audit report for the above period |
| <b>Report Authors:</b>             | Adrian Chard (Strategic HR&OD Manager)<br>Sian Williams (Service Centre Manager) |
| <b>Finance Officer:</b>            | Paul Roach   |
| <b>Legal Officer:</b>              | Debbie Smith   |
| <b>Access to Services Officer:</b> | Rhian Millar   |
| <b>For Information</b>             |  |

#### 1. Introduction

- 1.1 As a result of the first internal audit on Absence Management carried out in 2020, an assurance level of moderate was given.
- 1.2 An action plan was developed to address the issues identified and appropriate implementation steps put in place.
- 1.3 This action plan identified High Risk and Medium Risk actions as previously reported to the committee in September 2021 all recommendations have been implemented, with the exception of;

*“Consideration should be given to having a discussion with the provider of the Interflex system to provide reports highlighting instances of ‘unauthorised absences’ – this was considered non-cost-effective.*

#### 2 Further progress as at September 2022

- 2.1 As reported previously, in line with the Oracle Fusion project a Manager dashboard is in development and nearing readiness for User Acceptance testing This will provide real time information for all Managers with absence

management responsibility and provide them with information on the following:-

- Staff absent due to sickness (within their area only) and days lost
- Return to Work Interviews Outstanding
- Record of Action Meetings Outstanding

This information will also be available to the “Manager’s” Manager, providing additional data and information to improve Absence Management across the authority.

- 2.2 The monthly reminders to Managers has had a positive impact in terms of queries and requests for additional training.
- 2.3 Development of the Learning Module in Fusion is progressing and will provide an additional tool to further improve compliance in completing mandatory sickness management training.
- 2.4 There is continued improvement in terms of completing Return to Work and Record of Action meetings and these details can be provided to the Committee.
- 2.5 Management of Absence Advisors have been appointed in the Education, Place and Social Services Directorates to support Managers in ensuring compliance with our Sickness Absence Policy and to identify proactive ways in managing and reducing sickness.

This has included;

- Support to progress current Long Term Sickness cases of over 6 months and address cases which are progressing into 6 months and over.
- Early interventions in sickness cases to support managers and employees in progressing cases as appropriate.
- Strengthening links with Occupational Health by arranging review meetings with the OH Team to assist Managers by discussing next step plans at an earlier stage.
- Provision of additional dedicated clinics for Social Services staff, to minimise the waiting times between referrals and appointments.
- Manager training, guidance and upskilling.
- Support with Manager Compliance

In partnership with Trade Unions, updated guidance has been developed in relation to the ‘Dying to Work’ Charter.

Stress and Coronavirus related absences are being monitored and have started to decrease. This will continue to be a key focus for the team going forward.

#### 2.5.1 Place Directorate;

- i) Direct support has initially been given to Corporate Building Services, whereby absence levels reduced by 50% during the pilot.
- ii) Absence levels were reduced by 45% during the pilot in Waste, Parks & Cleansing. Absence levels reduced by 57% during the pilot in Housing and Public Health.
- iii) All three departments made vast improvements in terms of Return to Work and Breaches Compliance and have implemented administration systems in the departments to support and prompt managers for all absence related actions.
- iv) Support has just commenced with the Highways & Transportation service.

#### 2.5.2 Social Services;

- i) Support has been required to progress current Long Term Sickness cases of over 6 months and to address a high level of cases which are progressing into 6 months and over. This is still identified as a key priority.
- ii) There is continuation of intervention arrangements to ensure HR advice is provided for all cases at 4 months with allocation of a HR Advisor. The Management of Absence Advisor continues to monitor cases to provide advice on next step and return to work plans, signpost support and progress cases forward. As a result, Long term sickness has reduced against a background of high volumes of cases progressing from intermittent to long term sickness.
- iii) Monthly review meetings continue with the OH Team and a new monthly report supports Managers to complete routine Occupational Health referrals at the relevant stage, in line with the Policy.
- iv) Additional dedicated Social Services clinics continue to minimise the waiting times between referrals and appointments
- v) Whilst most Service areas have now attended Absence Refresher training which has been a key priority over the last 12 months. Policy refresher training is still available to all Managers across the directorate. 16 virtual sessions have taken place since March 2021. Workshops are also available to be delivered on an adhoc basis, to focus on certain targeted aspects of the Policy, as and when required.
- vi) Support with Manager compliance has been the key focus over the last few months. Monthly notification emails are monitored and sent to Managers in terms of outstanding return to work and breach interviews. These are designed to help identify any training / upskilling needs, to offer managers guidance and support and to ensure meetings are scheduled in a timely manner and in line with the Policy.

- vii) Stress and Coronavirus related absences continue to be reported and monitored on a monthly basis. Advice and Guidance is offered in terms of key support services as cases arise.

2.5.3 Education Planning & Resources – Catering & Cleaning:

- i) Work is ongoing to increase return to work compliance within this area. The rate of return figure is now considerably less as a result of the appointment of the Management of Absence Advisor in this area. We are looking to introduce a collaborative approach to the completion of the forms where the employee works across both catering and cleaning.
- ii) The Advisor completes all sickness meetings on behalf of the managers within Catering & Cleaning to ensure that all outstanding breaches are completed. Refresher and/or new training will then be provided to the managers.
- iii) With regard to long-term sickness, monthly meetings take place with the Catering & Cleaning Team Leader. Progress has been made where final absence review meetings have been completed.
- iv) Weekly catch up meetings with the Catering & Cleaning admin staff that deal with sickness have been introduced.
- v) Roles and responsibilities in relation to the management of absence processes have been reviewed. These will be introduced and incorporated into the day to day management of sickness within the section.

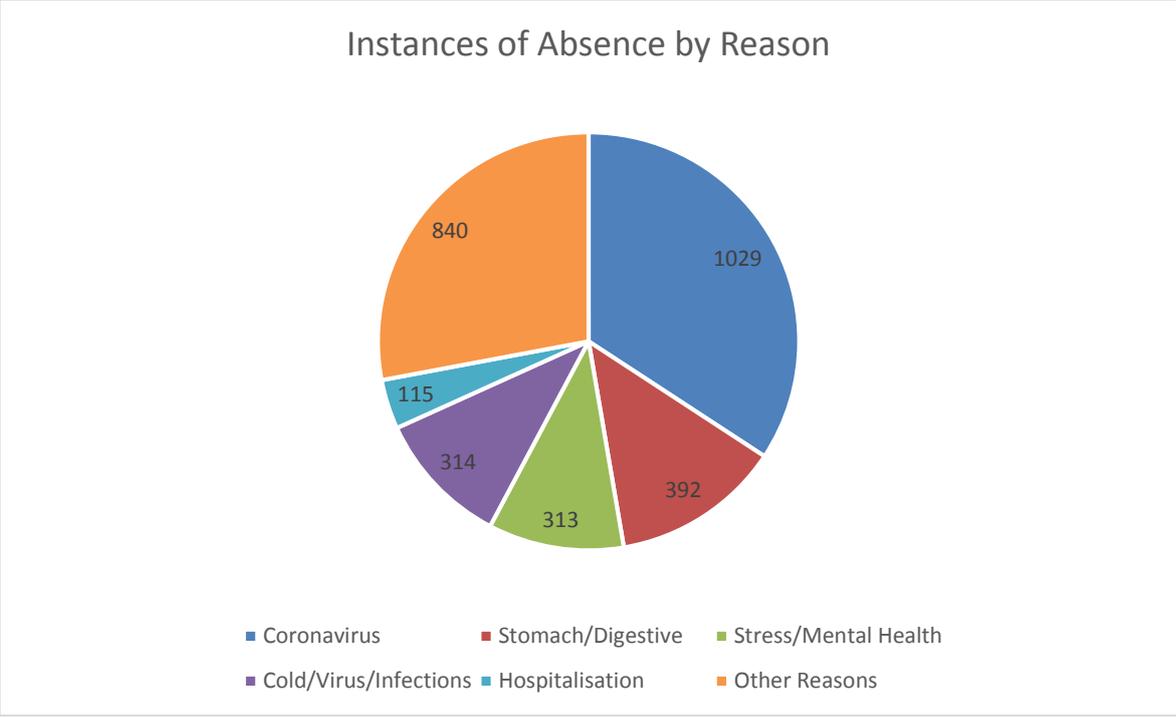
**3. Sickness Data**

For information purposes, please see the following table in relation to sickness absences since 2019/20;

| Avg FTE Sick per FTE                 | 19/20                             | 20/21                             | 21/22                             | Apr 22 - Jul 22                   |
|--------------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|
| Directorate                          | Avg FTE Sick per FTE (APR to MAR) | Avg FTE Sick per FTE (APR to MAR) | Avg FTE Sick per FTE (APR to MAR) | Avg FTE Sick per FTE (APR to JUL) |
| Corporate Services (From April 22)   | N/A                               | N/A                               | 7.58                              | 3.21                              |
| Finance (From April 22)              | N/A                               | N/A                               | 7.81                              | 2.80                              |
| Education (Central)                  | 14.46                             | 10.05                             | 17.39                             | 6.89                              |
| Place                                | 14.24                             | 10.39                             | 14.53                             | 5.32                              |
| Resources (up to March 22)           | 6.58                              | 4.49                              | N/A                               | N/A                               |
| Social Services                      | 16.67                             | 16.59                             | 19.40                             | 6.17                              |
| <b>TOTAL FOR AUTHORITY (Central)</b> | <b>14.12</b>                      | <b>11.52</b>                      | <b>15.40</b>                      | <b>5.48</b>                       |

Please note that these figures include Schools and Covid-related absences. A further initial report has been run to exclude Covid-related absences for the period from April to August 2022 and indicates a total Average Sickness Rate of 6.84 which reduces to 5.50 when Covid-related absences are excluded.

The reasons for absence for this current financial year have been broken down as follows;



Please note that the above chart identifies the main reasons for absence as identified in Oracle. “Other Reasons” includes a whole range of reasons where instances are less than one hundred.

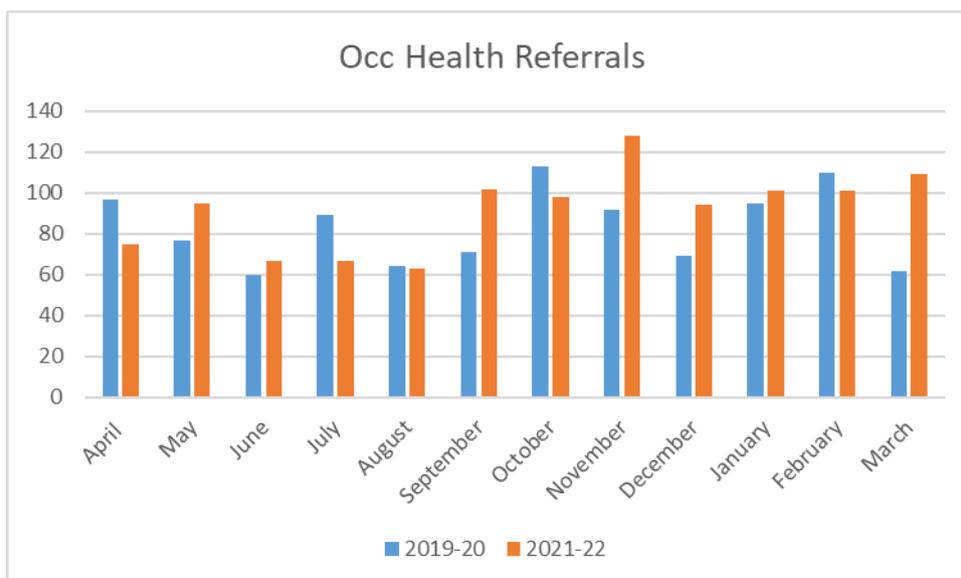
**4. Occupational Health Support**

Occupational Health (OH) continue with dedicated clinics for Social services and Place. Stress Management & Counselling (SMAC) have launched a bereavement support group. OH & SMAC have jointly launched a long term sickness support group.

OH have restarted the menopause cafes and Health Fairs, which include free health checks. Additional counselling sessions are being provided to cut waiting time to avoid stress related absence.

An additional in-house Occupational Health Officer has been recruited on a part time basis via ERF funding, with a further applicant to be interviewed shortly. There remains a vacant Principal Occupational Health Adviser post after three rounds of advertisement. A new external OH contract to supplement internal resource, and provide Occupational Health Physicians is due to be tendered in September.

The number of Occupational Health Referrals for the last two financial years are illustrated below;



## 5. Integrated Assessment Implications

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

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

5.2. The Well-being of Future Generations (Wales) Act 2005 mandates that public bodies in Wales must carry out sustainable development. Sustainable development means the process of improving the economic, social, environmental and cultural well-being of Wales by taking action, in accordance with the sustainable development principle, aimed at achieving the 'well-being goals'.

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

5.4 There is no direct cumulative impact on people and /or communities other than to ensure that services are supported through provision of suitable resources, with appropriate governance, in line with Council policy. There are no implications identified through the Integrated Impact Assessment (IIA) process.

**6. Financial Implications**

6.1 There are no financial implications other than those set out in the body of the report.

**7. Legal Implications**

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

**Background Papers:** None.

**Appendices:** Appendix A - Impact Assessment Report.

# 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: HR & OD and Service Centre

Directorate: Corporate Services

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

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

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

To provide an update report to the Governance & Audit Committee on actions arising from the Employment of Agency Staff Audit report.

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

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

# Integrated Impact Assessment Screening Form - Appendix A

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

This is an update report for Audit Committee. There is no requirement for engagement, consultation or co-production.

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**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*

# Integrated Impact Assessment Screening Form - Appendix A

whether this is disadvantaging the same groups, e.g., disabled people, older people, single parents (who are mainly women), etc.)

There is no direct cumulative impact on people and /or communities other than to ensure that services are supported through provision of suitable resources, with appropriate governance, in line with Council policy.

## 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 (Q8)**

In relation to Q6, the management of absence is a key activity required to support the provision of Council services as well as ensuring employee health and wellbeing.

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

Full IIA to be completed

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

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

|   |
|---|
| <b>Screening completed by:</b>                            |
| <b>Name:</b> Adrian Chard                                 |
| <b>Job title:</b> Strategic HR&OD Manager                 |
| <b>Date:</b> 07/07/2022                                   |
| <b>Approval by Head of Service:</b>                       |
| <b>Name:</b> Rachael Davies                               |
| <b>Position:</b> Head of Human Resources & Service Centre |
| <b>Date:</b> 06/09/2022                                   |

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

# Agenda Item 9



## Report of the Director of Corporate Services

Governance and Audit Committee – 27 September 2022

### Employment of Agency Staff Audit Report 2019/20 - 2022 Update

|                                    |  |
|------------------------------------|--|
| <b>Purpose:</b>                    | To report on actions arising from the Employment of Agency Staff Audit report. |
| <b>Report Author:</b>              | Adrian Chard, Strategic HR&OD Manager  |
| <b>Finance Officer:</b>            | Ben Smith  |
| <b>Legal Officer:</b>              | Debbie Smith   |
| <b>Access to Services Officer:</b> | Rhian Millar   |
| <b>For Information</b>             |  |

#### 1. Introduction

- 1.1 As a result of an internal audit on the Employment of Agency Staff carried out in 2019/20, an assurance level of “Moderate” was given.
- 1.2 Actions have been taken to address the issues identified and appropriate implementation steps put in place.
- 1.3 At the June 2021 Governance and Audit Committee Meeting it was “resolved that the Strategic Human Resources and Organisational Development Manager provide an update report” which was provided to the Committee meeting on 12 October 2021 which addresses the issues raised by the Committee as follows;
  - *The increase in the number of agency workers being used and how the figures provided were a snapshot in time;*
  - *The overall aim being to reduce agency worker costs through offering traineeships;*
  - *Reduction in contract spend with companies providing agency workers;*
  - *Providing details of full-time equivalent posts in order to establish the total spend / average hourly rates which will highlight the number of full-time equivalent staff required;*

- *Frontline services offering full-time positions as opposed to hiring agency workers and providing a breakdown of costs involving agency workers;*
- *Why permanent cover was being provided in the Central Transport Unit by agency workers, not employed staff and how similar pockets had been identified across the Council which were being addressed;*
- *The Agency Worker Policy being a strategic policy, whereby any operational matters would have to be addressed by specific service areas / departments;*
- *The fact that school workers were not included in the figures provided and in future including those details in figures provided;*
- *Internal Audit undertaking detailed work around service areas who have a high usage of agency workers and to focus upon sickness / absence rates in those areas;*
- *The possibility of Scrutiny investigating the topic further, particularly the Workforce Working Group in order to provide additional assurance;*
- *The Agency Workers Policy being robustly complied with throughout the Authority in order to drive down sickness absence, costs and to provide assurance.*

## **2. Recent Actions Undertaken**

- 2.1 Emails were issued in Spring 2021 and 2022 to members of the Corporate Management Team reminding Managers to ensure that they comply with the Agency Worker Policy.
- 2.2 Following due consultation, a revised Agency Worker Policy has been implemented will act as a platform for further engagement with Managers on the engagement of Agency Workers in their respective areas.
- 2.3 HR&OD continue to send regular reminders to Managers to review the engagement of agency workers who have been engaged for over 12 months and Managers are required to confirm that it is still appropriate for the Council to engage an agency worker rather than employ someone in the post.
- 2.4 In relation to “*contract spend with companies providing agency workers*”, a competitive re-tender exercise for the provision of Agency Services is underway and has been advertised openly on Sell2Wales. This is currently at evaluation stage. Value for money considerations such as rates offered forms part of the assessment criteria in tender evaluation and award. Officers are progressing with the evaluation and are working towards a new contract award and commencement by 1st April 2023.
- 2.5 A further audit was undertaken in Quarter 1 in 2022/23. As a result, an Assurance Level of 'Substantial' has been given. This indicates that there is a sound system of internal control but there is some scope for improvement as the ineffective controls may put the system objectives at risk.

### 3. Agency Worker Numbers

Total number of Agency Workers engaged through the corporate contracted agencies (Staffline and RSD Social Care), and reflecting the Governance and Audit Committee request are now detailed monthly as follows;

| Directorate                 | Service Area                             | Sep-21     | Oct-21     | Nov-21     | Dec-21     | Jan-22     | Feb-22     | Mar-22     | Apr-22     | May-22     | Jun-22     | Jul-22     |
|-----------------------------|--|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| Place                       | Corporate Building Services              | 0          | 0          | 0          | 0          | 0          | 0          | 2          | 2          | 5          | 7          | 7          |
|                             | Cultural Services                        | 0          | 2          | 2          | 2          | 2          | 2          | 2          | 1          | 2          | 2          | 2          |
|                             | Highways & Transportation                | 12         | 19         | 17         | 17         | 15         | 19         | 18         | 16         | 16         | 17         | 18         |
|                             | Housing & Public Health                  | 1          | 1          | 0          | 0          | 0          | 0          | 0          | 0          | 0          | 0          | 0          |
|                             | Planning & City Regeneration             | 2          | 2          | 2          | 2          | 2          | 2          | 3          | 3          | 3          | 3          | 3          |
|                             | Property Services                        | 0          | 0          | 0          | 0          | 0          | 0          | 0          | 0          | 0          | 0          | 0          |
|                             | Waste Parks & Cleansing                  | 157        | 149        | 143        | 138        | 136        | 134        | 134        | 117        | 130        | 134        | 145        |
|                             | <b>Place Total</b>                       | <b>172</b> | <b>173</b> | <b>164</b> | <b>159</b> | <b>155</b> | <b>157</b> | <b>159</b> | <b>139</b> | <b>156</b> | <b>163</b> | <b>175</b> |
| Social Services             | Adult Services                           | 8          | 7          | 5          | 4          | 14         | 10         | 17         | 22         | 28         | 34         | 39         |
|                             | Child & Family                           | 1          | 1          | 0          | 0          | 19         | 4          | 4          | 3          | 2          | 5          | 5          |
|                             | <b>Social Services Total</b>             | <b>9</b>   | <b>8</b>   | <b>5</b>   | <b>4</b>   | <b>19</b>  | <b>14</b>  | <b>21</b>  | <b>25</b>  | <b>30</b>  | <b>39</b>  | <b>44</b>  |
| Corporate Services/ Finance | Occ. Health (within Comms & Marketing)   | 0          | 1          | 1          | 1          | 1          | 1          | 1          | 1          | 1          | 1          | 1          |
|                             | Digital and Transformation               | 1          | 1          | 1          | 1          | 1          | 1          | 1          | 2          | 0          | 0          | 0          |
|                             | Financial Services and Service Centre    | 0          | 0          | 0          | 0          | 0          | 0          | 0          | 0          | 0          | 0          | 0          |
|                             | Legal, Democratic Services & Procurement | 0          | 0          | 0          | 0          | 0          | 0          | 0          | 6          | 6          | 0          | 0          |
|                             | <b>Corporate Services/ Finance Total</b> | <b>1</b>   | <b>2</b>   | <b>2</b>   | <b>2</b>   | <b>2</b>   | <b>2</b>   | <b>2</b>   | <b>9</b>   | <b>7</b>   | <b>1</b>   | <b>0</b>   |
| <b>GRAND TOTAL</b>          | <b>182</b>                               | <b>183</b> | <b>171</b> | <b>165</b> | <b>176</b> | <b>173</b> | <b>182</b> | <b>173</b> | <b>193</b> | <b>203</b> | <b>219</b> |            |

Numbers have remained steady in the Place Directorate and have reduced overall in Waste Parks and Cleansing. There has been an increase in numbers in Adult Services to help meet the resource challenges facing this service area. It should be noted that these are primarily part-time workers and some working in multiple roles.

### 4. Agency Worker Cost

Total spend/cost of Agency Workers for 2021/22 was £5,879,140.

The monthly spend for 2022/23 so far, is as follows;

|   | Apr                | May                | Jun                | Jul                | Aug                | Grand Total          |
|---|--------------------|--------------------|--------------------|--------------------|--------------------|----------------------|
| Aled Simons   |                    |                    |                    | £1,080.00          |                    | £1,080.00            |
| Wellell UK Ltd  |                    | £3,974.00          |                    | £3,585.00          |                    | £7,559.00            |
| Beverly Goold   | £2,958.00          | £1,465.00          | £1,513.00          | £1,513.00          |                    | £7,449.00            |
| Manpower UK Ltd                                       | £1,960.00          | £2,598.00          | £1,960.00          | £2,503.00          | £543.00            | £9,564.00            |
| Steddy Ltd  | £5,653.00          | £5,588.00          | £5,162.00          | £4,968.00          |                    | £21,371.00           |
| Ace Social Work Ltd                                   | £2,275.00          | £450.00            | £1,913.00          | £2,475.00          | £3,788.00          | £10,901.00           |
| Hays Specialist Recruitment Ltd                       | £30,674.00         | £33,429.00         | £35,537.00         | £26,040.00         | £39,396.00         | £165,076.00          |
| RSD Technology Ltd                                    | £36,047.00         | £43,496.00         | £107,749.00        | £47,129.00         | £12,417.00         | £246,838.00          |
| RSD Social Care                                       | £139,295.00        | £8,195.00          | £77,413.00         | £81,358.00         | £67,279.00         | £373,540.00          |
| Prospero Group Ltd                                    | £2,635.00          |                    |                    |                    |                    | £2,635.00            |
| Staffline Group Plc<br>T/A Select<br>Appointments Ltd | £278,817.00        | £291,425.00        | £378,951.00        | £310,861.00        | £103,554.00        | £1,363,608.00        |
| <b>Grand Total</b>                                    | <b>£500,314.00</b> | <b>£390,620.00</b> | <b>£610,198.00</b> | <b>£481,512.00</b> | <b>£226,977.00</b> | <b>£2,209,621.00</b> |

The largest total spend this year is with Staffline (c£1.36 million) and RSD Social Care (c£373 thousand). The above figures also include provision for consultancy work, primarily in Social Services and the provision of the Welsh Government Social Care Bonus.

Further analysis of these costs have identified small numbers of agency workers engaged via non- corporate contracted agencies. There is 1 FTE in the Baling Plant (via Manpower UK Ltd), where consideration will be given to an alternative employment model. In addition, in Social Services, there was less than 1 FTE (via Prospero Group) that was used for support staff cover for emergency placements in May, and less than 1 FTE for provision of cover in Domiciliary Services to ensure continuity of service in those key areas .

The engagement of non-corporate contracted agencies has been addressed. Firstly, these agencies are no longer being used, and in addition and all Managers via a briefing note have been reminded of the appropriate use of agency workers and that approved suppliers only must be used, unless there are exceptional or emergency circumstances/situations which is authorised by Procurement.

## 5. Compliance

Heads of Service were contacted to feedback on the compliance measures indicated in the Audit Report as follows:

- Confirmation of budget provision should be obtained and retained for all agency staff appointments.
- HoS approval should be obtained and retained for all appointments of agency workers by line managers.

- Confirmation of appropriate pre-employment checks should be obtained from the Agency and retained by the line manager.
- Confirmation of further budgetary provision should be obtained and retained when agency workers contracts are extended
- Written requests should be submitted to HoS for re-approval when agency workers contracts are extended. This should be in advance of the contract being extended.
- Agency workers engaged by the Council for more than 12 weeks should be made aware that they are entitled to equal treatment on basic working and employment conditions.

## **6. Social Services Directorate Feedback:**

The Directorate remains compliant in all areas and the Social Services Workforce Lead now has Directorate oversight and governance over the engagement of Agency Workers.

Agency worker use has increased across Residential Care due to the impact of COVID on workforce stability and this is reflected in the Agency numbers contained in the table in Section 3.

## **7. Place Directorate Feedback;**

### **7.1 Corporate Building Services**

The increase in numbers in Corporate Services are to provide temporary cover for administrative assistance whilst permanent appointments are made, and to provide seasonal and sickness cover in Cave Street.

### **7.2 Waste, Parks and Cleansing**

Confirmation has been received that this Service area continues to remain compliant in all areas.

Agency staff are engaged for one of the following reasons:

- i. To cover temporary absences of employed staff, such as sickness, leave, and to cover staff released for Traineeship activities, where there is a need to maintain the level of resource
- ii. To cover temporary positions where the use of agency is considered to most appropriate method, often where the length of need is unknown, or temporary/seasonal recruitment has been unsuccessful.
- iii. To cover permanent positions pending recruitment
- iv. To cover peaks in workload on different waste collection rounds on isolated days of the week

It is intended that Agency staff will continue to be used, where most appropriate, until either recruitment into permanent positions has taken place, or permanent/seasonal/temporary recruitment becomes the most appropriate way to fill a role.

Alternative options to minimise use of agency staff continue to be explored and used, and is demonstrated as follows:

- i. We have recruited 104 new starters and Trainees over the last 5 years in Waste, Parks, & Cleansing, including 30 new Trainees in Waste Management who started in September 2022
- ii. We have trained and given Relief Driver roles to 15 Waste Operatives as cover for Driver absences to avoid the need for agency drivers
- iii. We are using contractors to supplement toilet and beach cleaning following an unsuccessful seasonal recruitment, to avoid the use of agency.
- iv. More roles previously considered temporary are being replaced with permanent roles to allow the transition from agency workers to permanently employed staff.

Confirmation of budget provision is obtained and retained for fixed term placements. There is an allocated budget in Waste Management to cover an agency requirement to maintain the staffing structures required to provide the service every day. Budget allocation is gradually moving from the Agency line into the Staffing line year on year as we reduce reliance on agency through traineeships.

HoS approval is obtained and retained for fixed term placements. There is ongoing approval to request agency resources on a daily basis to ensure that the staffing levels meet the requirements to deliver the service on a daily basis. Some of these requirements are not known until 6am on the day, due to last minute 'no shows'. The new draft of the Agency Policy reflects this.

Confirmation of appropriate pre-employment checks is obtained from the Agency and retained by the line manager for fixed term placements. This is not achievable where there is an agency requirement to maintain the staffing structures required to provide the service every day. The new draft of the Agency Policy reflects this.

Confirmation of further budgetary provision is obtained and retained when agency workers contracts are extended for fixed term placements. Agency worker placements are not fixed term where there is an agency requirement to maintain the staffing structures required to provide the service every day.

Written requests are submitted to HoS for re-approval when fixed term placement contracts are extended. Agency worker placements are not fixed term where there is an agency requirement to maintain the staffing structures required to provide the service every day.

Agency workers engaged by the Council for more than 12 weeks are made aware by their Agency that they are entitled to equal treatment on basic working and employment conditions.

### 7.3 Highways & Transportation

Confirmation has been received that this Service area is compliant in all areas. None of the agency worker roles are related to sickness Cover in this service area.

There has been an increase in numbers to 18. This is largely due to additional Economy Recovery Fund monies to support temporary project roles to March 2023.

Work continues with the Head of Service to identify opportunities to reduce the dependency on Agency workers in this area.

#### 7.4 Cultural Services

There are 2 agency workers providing temporary cover in respect of resourcing and sickness issues in this area.

#### 7.5 Planning and City Regeneration

Numbers in this Service area remain constant in the provision of temporary cover for City centre services. More permanent solutions are currently being progressed in these areas.

### **8. Education Directorate; Agency / Supply Workers in Schools**

The use of agency workers is very limited within the Education Directorate outside of schools, as would be expected in view of the high proportion of the Directorate budget that is directly delegated (more than 81% currently). The most significant area of cost by far (more than 84%) is in relation to Maes Derw (Pupil Referral Unit) which is effectively a school, albeit without a delegated budget.

Where the short term exceptional use of agency workers is required, the compliance measures indicated in the Audit Report are followed in respect of ensuring appropriate budget provision and approvals as well as confirmation of appropriate pre-employment checks. Such measures are of course part of a wider robust assurance and internal control framework within the Directorate.

The Education Directorate has invested in a Management of Absence post on a permanent basis to address the scale of pressures facing the catering and cleaning services and further mitigate sickness absence levels in the Directorate.

Monthly meetings are held with relevant HOS/Senior Managers. Advice and guidance is provided on each case including application of policy, Fit Notes, welfare/keeping in touch meetings, referrals to OH/SMAC, OH reports, return to work, phased returns/adjusted duties and referral to Final Absence Review Meetings if appropriate.

### **9. Other Service areas**

Compliant in all areas.

### **10. Role of Staffline**

Staffline provide the following support to work in partnership with the Council to ensure compliance;

- Provision of a policy booklet to all Agency Workers which provides details on Agency Workers Regulations and their rights.
- Maintaining a record of all start dates of all Agency Workers.
- After 12 weeks, move workers to the enhanced pay rate and enhanced rights.

## **11. Integrated Assessment Implications**

11.1 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.

11.2. 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'.

11.3. 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.

11.4 There are no direct implications associated with this report.

## **12 Financial Implications**

12.1 There are no financial implications other than those set out in the body of the report.

### **13. Legal Implications**

13.1 The Agency Workers Regulations Act 2010 provide important rights for agency workers, concerning their basic working and employment conditions, from day one and after a 12-week qualifying period. These rights are reflected in our Policy.

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

**Background Papers:** None.

**Appendices:**

Appendix A. Integrated Impact Assessment Form

# Integrated Impact Assessment Screening Form - Appendix A

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

## Which service area and directorate are you from?

Service Area: HR & OD and Service Centre

Directorate: Corporate Services

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

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

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

To provide an update report to the Governance & Audit Committee on actions arising from the Employment of Agency Staff Audit report.

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

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

## Integrated Impact Assessment Screening Form - Appendix A

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

This is an update report for Audit Committee. There is no requirement for engagement, consultation or co-production.

- 
- 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 A

## 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 (Q8)**

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

Full IIA to be completed

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

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

|   |
|---|
| <b>Screening completed by:</b>                            |
| <b>Name:</b> Adrian Chard                                 |
| <b>Job title:</b> Strategic HR&OD Manager                 |
| <b>Date:</b> 07/07/2022                                   |
| <b>Approval by Head of Service:</b>                       |
| <b>Name:</b> Rachael Davies                               |
| <b>Position:</b> Head of Human Resources & Service Centre |
| <b>Date:</b> 06/09/2022                                   |

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

# Agenda Item 10



## Report of the Director of Corporate Services

Governance & Audit Committee – 27 September 2022

### Public Services Ombudsman of Wales Annual Letter 2021-22

|                                    |   |
|------------------------------------|---|
| <b>Purpose:</b>                    | To present the Public Services Ombudsman of Wales Annual Letter 2021-22 for City and County of Swansea. |
| <b>Policy Framework:</b>           | Complaints Policies and Achieving Better Together   |
| <b>Consultation:</b>               | Access to Services, Finance, Legal.   |
| <b>Report Author:</b>              | Sarah Lackenby  |
| <b>Finance Officer:</b>            | Ben Smith   |
| <b>Legal Officer:</b>              | Tracey Meredith   |
| <b>Access to Services Officer:</b> | Rhian Millar  |
| <b>For Information</b>             |   |

#### 1. Introduction

- 1.1 This report presents the annual Public Services Ombudsman for Wales (PSOW) letter for 2021-22 and includes complaints performance of both Swansea Council and across the whole of Wales.
- 1.2 The Council recognises that in order to meet the needs and concerns of members of the public, the monitoring of complaints is a valuable resource in its requirement to continually improve services. All complaints are taken very seriously and provide valuable customer insight.
- 1.3 Requests for service are different to complaints (e.g. a request for service could be a request to repair an unlit lamp post, or missed bin collection). A complaint would only arise should the request for service not be properly dealt with.
- 1.4 Despite the continued impact of Covid-19 on business as usual work, the Council still made good progress during the year. Examples to highlight include:

- Learning from Child and Family Services complaints went into the Child and Family Newsletter and monthly well-being report
- A process change was made with the Mental Health Team so that complainants can give their consent to information being shared with family members
- Learning from Adult Services Complaints was discussed with the Head of Service and Team Managers at regular Performance and Quality meetings
- A new IT system is under development for Corporate Complaints in the first instance. This will make the complaints process easier for the public and more efficient for staff with improved reporting functionality.

1.5 The PSOW recognises there are limitations with the Public Services Ombudsman (Wales) Act 2019, making it difficult to reconcile performance locally. Ombudsman cases received and closed are not reported within financial years and so will never match the annual reports of Councils. The annual PSOW letter is therefore a standalone picture of the Ombudsman's work and will not match the Council's Annual Complaints Report.

## **2. Public Services Ombudsman (Wales) Annual Letter**

2.1 This is the first letter from the new Ombudsman, Michelle Morris, who took up post in April 2022.

2.2 The PSOW publishes the annual letters to all Councils on its website and is attached to this report at appendix A. The letter highlights activities undertaken by the Ombudsman's office during the year and the Council's performance and shows:

- The general picture across Wales that overall complaints increased by 47% compared with 2020-21 and are now well above pre-pandemic levels. The Ombudsman speculates that complaints may have been suppressed during the pandemic and a 'rebound' effect is now being experienced. However, although overall complaints increased, the intervention rate (where the Ombudsman investigated) has remained similar to recent years
- The PSOW received 71 complaints relating to Swansea Council compared with 73 the previous year
- The Ombudsman handled and closed a total of 76 cases, this number is greater than complaints received due to some cases being carried over from the previous year. This is an increase on the 67 handled and closed by the Ombudsman the previous year
- Ten complaints received by the Ombudsman required intervention (Six were early resolution / voluntary settlement by the Council and four were upheld)
- The letter also highlights key activities undertaken by the Ombudsman's office during the year.

2.3 Further to the letter, the Ombudsman requests the Council takes the following actions:

- Present the letter to Cabinet and the Governance and Audit Committee, which have subsequently both been scheduled in September. In addition to this requirement, the letter will be presented to the Standards Committee as the letter refers to Code of Conduct complaints which is within the Standards Committee's terms of reference.
- Continue to engage with the Ombudsman's Complaints Standards work. In this regard the Council:
  - Continues to access training. The Ombudsman has already delivered training and the next session is with Social Services in October 2022
  - Has aligned to the model policy. Swansea Council's complaints policies are aligned with the model policy and other legislation. The Council continues to regularly engage with the Ombudsman's office on any points of clarification or advice
  - Submits quarterly complaints data on time
- The Council will write to the Ombudsman by the 30<sup>th</sup> September following the Cabinet and Governance and Audit Committee meetings.

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

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

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

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

3.1.2 Our Integrated Impact Assessment (IIA) process ensures we have paid due regard to the above. It also takes into account other key issues and priorities, such as poverty and social exclusion, community cohesion,

carers, the United Nations Convention on the Rights of the Child (UNCRC) and Welsh language.

- 3.2 An IIA Screening Form has been completed with the agreed outcome that a full IIA report was not required.
- 3.3 The impacts have been categorised as medium as there is the potential to positively change and adapt services based on complaints received. The exception is where policies and processes are governed by statutory legislation, therefore the impact remains the same.
- 3.4 With regard to the summary of involvement, complaints from the public are used as a valuable tool to adapt, change and develop services.
- 3.5 Well-being and future generations considerations around this annual letter include:
- Using complaints information to adapt and shape services for the future
  - Using Welsh Language complaints to ensure the Council not only meets the existing standards but also encourages and promotes the Welsh Language
  - Using complaints information to prevent problems occurring or getting worse
  - Viewing complaints in an integrated way, especially where a complaint may involve multiple public sector organisations.
- 3.6 The report adheres to the transformation and future council development well-being objective in the Corporate Plan - so that services are sustainable and fit for the future.
- 3.7 The report provides historic performance information and therefore risks are considered low.
- 3.8 With regard to the cumulative impact, this is an annual performance letter. When a complaint is received by a service opportunities to adapt, review or change ways of working are considered at that point. However, some policies and procedures are related to statutory legislation and cannot be changed locally.

#### **4. Financial Implications**

- 4.1 There are no specific financial implications arising from this report. Any expenditure on complaints investigations or re-dress payments incurred during 2020-21 will be reported in the Council's Annual Complaints Report.

#### **5. Legal Implications**

- 5.1 There are no specific legal implications arising from this report.

**Background Papers:** None

**Appendices:**

- Appendix A Annual letter from the Public Services Ombudsman of Wales  
2021-22
- Appendix B IIA Screening Form

Ask for: Communications

 01656 641150

Date: August 2022

 communications@ombudsman.wales

Cllr. Rob Stewart  
City of Swansea Council  
By Email only: cllr.rob.stewart@swansea.gov.uk

## Annual Letter 2021/22

Dear Councillor Stewart

I am pleased to provide you with the Annual letter (2021/22) for City of Swansea Council which deals with complaints relating to maladministration and service failure, complaints relating to alleged breaches of the Code of Conduct for Councillors and the actions being taken to improve public services

This is my first annual letter since taking up the role of Public Services Ombudsman in April 2022, and I appreciate that the effects of the pandemic are still being felt by all public bodies in Wales. Our office has not been immune from this, with records numbers of cases being referred to us over the last two years. The strong working relationships between my Office and local authorities continues to deliver improvements in how we are dealing with complaints and ensuring that, when things go wrong, we are learning from that and building stronger public services.

### Complaints relating to Maladministration & Service Failure

Last year the number of complaints referred to us regarding Local Authorities increased by 47% (compared to 20/21 figures) and are now well above pre-pandemic levels. It is likely that complaints to my office, and public services in general, were suppressed during the pandemic, and we are now starting to see the expected 'rebound' effect.

During this period, we intervened in (upheld, settled or resolved at an early stage) a similar proportion of complaints about public bodies, 18%, when compared with recent years. Intervention rates (where we have investigated complaints) for Local Authorities also remained at a similar level – 14% compared to 13% in recent years.

## Complaints relating to the Code of Conduct for Councillors

We also received a high number of Code of Conduct complaints last year, relating to both Principal Councils and Town and Community Councils. A record number (20) were referred to either the Adjudication Panel for Wales or local standards committees, due to evidence of a breach of the Code.

## Supporting improvement of public services

In addition to managing record levels of complaints, we also continued our work using our proactive powers in the Public Services Ombudsman (Wales) Act 2019. Specifically undertaking our first Own Initiative Investigation and continuing our work on the Complaints Standards Authority.

October 2021 saw the publication of the first own initiative investigation in Wales: [Homelessness Reviewed](#). The investigation featured three Local Authorities and sought to scrutinise the way Homelessness assessments were conducted. The report made specific recommendations to the investigated authorities, as well as suggestions to all other Local Authorities in Wales and Welsh Government. Some of these recommendations will bring about immediate change – updating factsheets and letter and assessment templates to ensure that key equality and human rights considerations are routinely embedded into processes for example – all the recommendations were designed to bring about tangible change to people using homelessness services in Wales.

The Complaints Standards Authority (CSA) continued its work with public bodies in Wales last year. The model complaints policy has already been adopted by local authorities and health boards in Wales, we have now extended this to an initial tranche of Housing Associations and Natural Resources Wales. The aim being to implement this work across the Welsh public sector.

In addition to this, the CSA published information on complaints handled by local authorities for the [first time](#) – a key achievement for this work. The data for 21/22 showed:

- Over 15,000 complaints were recorded by Local Authorities
- 4.88 for every 1000 residents.
- Nearly half (46%) of those complaints were upheld.
- About 75% were investigated within 20 working days.
- About 8% of all complaints closed ended up being referred to PSOW.

The CSA has now implemented a model complaints policy with nearly 50 public bodies, and delivered 140 training sessions, completely free of charge, during the last financial year. The feedback has been excellent, and the training has been very popular - so I would encourage City of Swansea Council to engage as fully as possible.

## **Complaints made to the Ombudsman**

A summary of the complaints of maladministration/service failure received relating to your Council is attached, along with a summary of the Code of Conduct complaints relating to members of the Council and the Town & Community Councils in your area.

In light of the new duties on political leaders and standards committees to promote and maintain high standards of conduct of their members, we look forward to working with you, your Monitoring Officer and standards committees to share any learning from the complaints we receive and to support your authority's work.

I would also welcome feedback on your Governance & Audit Committee's review of your authority's ability to handle complaints effectively so that we can take this into account in our work and support its work on the handling of complaints.

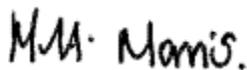
Finally, can I thank you and your officials for the positive way that local authorities have engaged with my Office to enable us to deliver these achievements during what has been a challenging year for everyone. I very much look forward to continuing this work and collaboration to ensure we further improve public services across Wales.

Further to this letter can I ask that your Council takes the following actions:

- Present my Annual Letter to the Cabinet and to the Governance & Audit Committee to assist members in their scrutiny of the Council's performance and share any feedback from the Cabinet and the Governance & Audit Committee with my office.
- Continue to engage with our Complaints Standards work, accessing training for your staff, fully implementing the model policy, and providing complaints data.
- Inform me of the outcome of the Council's considerations and proposed actions on the above matters by 30 September.

This correspondence is copied to the Chief Executive of your Council and to your Contact Officer. Finally, a copy of all Annual Letters will be published on my website.

Yours sincerely,



**Michelle Morris**

**Public Services Ombudsman**

cc. Martin Nicholls, Chief Executive, City of Swansea Council.

By Email only: [chiefexecutive@swansea.gov.uk](mailto:chiefexecutive@swansea.gov.uk)

## Factsheet

### Appendix A - Complaints Received

| Local Authority                          | Complaints Received | Received per 1000 residents |
|--|---------------------|-----------------------------|
| Blaenau Gwent County Borough Council     | 14                  | 0.20                        |
| Bridgend County Borough Council          | 55                  | 0.37                        |
| Caerphilly County Borough Council        | 60                  | 0.33                        |
| Cardiff Council*                         | 182                 | 0.50                        |
| Carmarthenshire County Council           | 54                  | 0.29                        |
| Ceredigion County Council                | 52                  | 0.72                        |
| Conwy County Borough Council             | 27                  | 0.23                        |
| Denbighshire County Council              | 34                  | 0.36                        |
| Flintshire County Council                | 99                  | 0.63                        |
| Gwynedd Council                          | 39                  | 0.31                        |
| Isle of Anglesey County Council          | 29                  | 0.41                        |
| Merthyr Tydfil County Borough Council    | 27                  | 0.45                        |
| Monmouthshire County Council             | 20                  | 0.21                        |
| Neath Port Talbot Council                | 45                  | 0.31                        |
| Newport City Council                     | 40                  | 0.26                        |
| Pembrokeshire County Council             | 39                  | 0.31                        |
| Powys County Council                     | 55                  | 0.42                        |
| Rhondda Cynon Taf County Borough Council | 51                  | 0.21                        |
| Swansea Council                          | 71                  | 0.29                        |
| Torfaen County Borough Council           | 18                  | 0.19                        |
| Vale of Glamorgan Council                | 61                  | 0.46                        |
| Wrexham County Borough Council           | 71                  | 0.52                        |
| <b>Total</b>                             | <b>1143</b>         | <b>0.36</b>                 |

\* inc 17 Rent Smart Wales

## Appendix B - Received by Subject

| <b>Swansea Council</b>                       | <b>Complaints Received</b> | <b>% Share</b> |
|--|----------------------------|----------------|
| Adult Social Services                        | 7                          | 10%            |
| Benefits Administration                      | 0                          | 0%             |
| Children's Social Services                   | 6                          | 8%             |
| Community Facilities, Recreation and Leisure | 0                          | 0%             |
| Complaints Handling                          | 9                          | 13%            |
| Covid19                                      | 1                          | 1%             |
| Education                                    | 0                          | 0%             |
| Environment and Environmental Health         | 5                          | 7%             |
| Finance and Taxation                         | 3                          | 4%             |
| Housing                                      | 10                         | 14%            |
| Licensing                                    | 0                          | 0%             |
| Planning and Building Control                | 15                         | 21%            |
| Roads and Transport                          | 10                         | 14%            |
| Various Other                                | 5                          | 7%             |
| <b>Total</b>                                 | <b>71</b>                  |                |

## Appendix C - Complaint Outcomes (\* denotes intervention)

| County/County Borough Councils | Out of Jurisdiction | Premature | Other cases closed after initial consideration | Early Resolution/ voluntary settlement* | Discontinued | Other Reports- Not Upheld | Other Reports Upheld* | Public Interest Report* | Total |
|--------------------------------|---------------------|-----------|--|---|--------------|---------------------------|-----------------------|-------------------------|-------|
| Swansea Council                | 13                  | 12        | 41   | 6                                       | 0            | 0                         | 4                     | 0                       | 76    |
| % Share                        | 17%                 | 16%       | 54%  | 8%                                      | 0%           | 0%                        | 5%                    | 0%                      |       |

## Appendix D - Cases with PSOW Intervention

|  | No. of interventions | No. of closures | % of interventions |
|--|----------------------|-----------------|--------------------|
| Blaenau Gwent County Borough Council     | 0                    | 13              | 0%                 |
| Bridgend County Borough Council          | 7                    | 54              | 13%                |
| Caerphilly County Borough Council        | 7                    | 58              | 12%                |
| Cardiff Council                          | 45                   | 159             | 28%                |
| Cardiff Council - Rent Smart Wales       | 1                    | 16              | 6%                 |
| Carmarthenshire County Council           | 7                    | 49              | 14%                |
| Ceredigion County Council                | 13                   | 46              | 28%                |
| Conwy County Borough Council             | 2                    | 24              | 8%                 |
| Denbighshire County Council              | 4                    | 33              | 12%                |
| Flintshire County Council                | 15                   | 94              | 16%                |
| Gwynedd Council                          | 6                    | 41              | 15%                |
| Isle of Anglesey County Council          | 3                    | 28              | 11%                |
| Merthyr Tydfil County Borough Council    | 2                    | 26              | 8%                 |
| Monmouthshire County Council             | 2                    | 21              | 10%                |
| Neath Port Talbot Council                | 5                    | 45              | 11%                |
| Newport City Council                     | 4                    | 36              | 11%                |
| Pembrokeshire County Council             | 2                    | 40              | 5%                 |
| Powys County Council                     | 7                    | 55              | 13%                |
| Rhondda Cynon Taf County Borough Council | 3                    | 45              | 7%                 |
| Swansea Council                          | 10                   | 76              | 13%                |
| Torfaen County Borough Council           | 2                    | 20              | 10%                |
| Vale of Glamorgan Council                | 9                    | 62              | 15%                |
| Wrexham County Borough Council           | 4                    | 67              | 6%                 |
| <b>Total</b>                             | <b>160</b>           | <b>1108</b>     | <b>14%</b>         |

## Appendix E - Code of Conduct Complaints

| County/County Borough Councils | Discontinued | No evidence of breach | No action necessary | Refer to Adjudication Panel | Refer to Standards Committee | Withdrawn | Total |
|--------------------------------|--------------|-----------------------|---------------------|-----------------------------|------------------------------|-----------|-------|
| Swansea Council                | 2            | 10                    | 0                   | 0                           | 0                            | 0         | 12    |

## Appendix F - Town/Community Council Code of Complaints

| Town/Community Council          | Discontinued | No evidence of breach | No action necessary | Refer to Adjudication Panel | Refer to Standards Committee | Withdrawn | Total |
|---------------------------------|--------------|-----------------------|---------------------|-----------------------------|------------------------------|-----------|-------|
| Clydach Community Council       | 0            | 1                     | 0                   | 0                           | 0                            | 0         | 1     |
| Gowerton Community Council      | 0            | 1                     | 0                   | 0                           | 0                            | 0         | 1     |
| Mumbles Community Council       | 0            | 10                    | 0                   | 0                           | 0                            | 0         | 10    |
| Port Eynon Community Council    | 1            | 0                     | 0                   | 0                           | 0                            | 0         | 1     |
| Three Crosses Community Council | -            | -                     | -                   | -                           | -                            | -         | 0     |

## Information Sheet

Appendix A shows the number of complaints received by PSOW for all Local Authorities in 2021/2022. These complaints are contextualised by the number of people each health board reportedly serves.

Appendix B shows the categorisation of each complaint received, and what proportion of received complaints represents for the Local Authority.

Appendix C shows outcomes of the complaints which PSOW closed for the Local Authority in 2021/2022. This table shows both the volume, and the proportion that each outcome represents for the Local Authority.

Appendix D shows Intervention Rates for all Local Authorities in 2021/2022. An intervention is categorised by either an upheld complaint (either public interest or non-public interest), an early resolution, or a voluntary settlement.

Appendix E shows the outcomes of Code Of Conduct complaints closed by PSOW related to Local Authority in 2021/2022. This table shows both the volume, and the proportion that each outcome represents for the Local Authority.

Appendix F shows the outcomes of Code of Conduct complaints closed by PSOW related to Town and Community Councils in the Local Authority's area. This table shows both the volume, and the proportion that each outcome represents for each Town or Community Council.

# Integrated Impact Assessment Screening Form – Appendix B

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

## Which service area and directorate are you from?

Service Area: Customer Services & Complaints

Directorate: Corporate Services 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:

**Public Services Ombudsman (Wales) annual letter for 2021-22**

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

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

## Integrated Impact Assessment Screening Form – Appendix B

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

The annual letter highlights the Council's performance on handling complaints. Complaints from the public are used as a valuable tool to adapt, change and develop services.

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

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

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

High risk

Medium risk

Low risk

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

Yes  No If yes, please provide details below

- 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?

This is an annual letter, reviewing past performance for 2021-22. When a complaint is received by a service opportunities to adapt, review, or change ways of working are considered at that point. However, some policies and procedures are related to statutory legislation and cannot be changed locally.

### 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)

## Integrated Impact Assessment Screening Form – Appendix B

The impacts have been categorised as medium as there is the potential to positively change and adapt services based on complaints received. The exception is where policies and processes are governed by statutory legislation, therefore the impact remains the same.

With regard to the summary of involvement, complaints from the public are used as a valuable tool to adapt, change and develop services.

Well-being and future generations considerations around this annual report include:

- Using complaints information to adapt and shape services for the future
- Using Welsh Language complaints to ensure the Council not only meets the existing standards but also encourages and promotes the Welsh Language
- Using complaints information to prevent problems occurring or getting worse
- Viewing complaints in an integrated way, especially where a complaint may involve multiple public sector organisations.

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

The report provides historic performance information and therefore risks are considered low.

With regard to the cumulative impact, this is an annual performance report. When a complaint is received by a service opportunities to adapt, review or change ways of working are considered at that point. However, some policies and procedures are related to statutory legislation and cannot be changed locally.

(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: Sarah Lackenby</b>                               |
| <b>Job title: Head of Digital &amp; Customer Services</b> |
| <b>Date: 16<sup>th</sup> August 2022</b>                  |
| <b>Approval by Head of Service:</b>                       |
| <b>Name: Ness Young</b>                                   |
| <b>Position: Interim Director of Corporate Services</b>   |
| <b>Date: 17<sup>th</sup> August 2022</b>                  |

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



## Report of the Head of Communications & Marketing

Governance & Audit Committee – 27 September 2022

### Annual Review of Performance 2021/22

|                                    |   |
|------------------------------------|---|
| <b>Purpose:</b>                    | To make a draft of the Council's Annual Review of Performance 2021/22 available to the Governance and Audit Committee for review and comment, which meets the statutory requirements to publish an annual self-assessment report and annual well-being report under Part 6 of the Local Government & Elections Act (Wales) 2021 and Well-being of Future Generations (Wales) Act 2015 respectively. |
| <b>Policy Framework:</b>           | Corporate Plan 2021/22 <i>Delivering a Successful and Sustainable Swansea</i> .   |
| <b>Consultation:</b>               | Access to Services, Finance, Legal.   |
| <b>Recommendation(s):</b>          | It is recommended that:<br><br>1) The Committee reviews the draft report to determine any recommendations for changes to the conclusions or actions the Council intends to take.  |
| <b>Report Author:</b>              | Richard Rowlands  |
| <b>Finance Officer:</b>            | Paul Roach  |
| <b>Legal Officer:</b>              | Debbie Smith  |
| <b>Access to Services Officer:</b> | Rhian Millar  |

#### 1. Introduction

- 1.1 The Council is subject to two pieces of legislation that guide how Councils in Wales approach performance in Wales: Part 6 of the Local Government & Elections (Wales) Act 2021 and the Well-being of Future Generations (Wales) Act 2015.
- 1.2 The Council must publish an annual self-assessment report and annual well-being report under Part 6 of the Local Government & Elections Act (Wales) 2021 and Well-being of Future Generations (Wales) Act 2015 respectively.

- 1.3 The Annual Well-being Report must set out progress meeting the ‘steps’ described in the Corporate Plan to achieve our Well-being Objectives established through the Well-being of Future Generations (Wales) Act 2015 and how, in doing so, it is working sustainably and maximising its contribution to the national goals established by the Act.
- 1.4 The Annual Self-Assessment Report must report on the extent to which a local authority is: exercising its functions effectively; using its resources economically, efficiently and effectively, and; is governing itself effectively in securing the above.
- 1.5 The Annual Review of Performance 2021/22 (“the Review”) discharges both of these statutory and annual reporting requirements.

## **2. Content**

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

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

2.1.1 For each Well-being Objective:

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

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

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

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

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

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

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

- It is minimising the resources used (Economic).
- The intended results correspond to the actual results (Effective).

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

2.2.2 These resources are used through the following areas:

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

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

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

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

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

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

- A – Behaving with integrity, demonstrating strong commitment to ethical values and respecting the rule of law.
- B – Ensuring openness and comprehensive stakeholder engagement.

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

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

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

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

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

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

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

#### **4. Financial Implications**

- 4.1 The financial resources required to implement all the actions and achieve the specified performance targets in 2021/22 were provided in the approved budget. Any additional financial implications that arose from the pursuance of the priorities in the Corporate Plan would have been dealt with as virement within the normal financial procedures.

#### **5. Legal Implications**

- 5.1 None.

**Background Papers:** None

#### **Appendices:**

- |            |                                      |
|------------|--------------------------------------|
| Appendix A | Annual Review of Performance 2021/22 |
| Appendix B | Executive Summary                    |
| Appendix C | IIA Form                             |

# Annual Review of Performance

2021/22



## Contents

|   |             |
|---|-------------|
| Introduction  | Page        |
| <b>Part 1 – How the Council is exercising its functions</b>                   | <b>Page</b> |
| <b>Safeguarding</b> People from Harm  | <b>Page</b> |
| Improving <b>Education &amp; Skills</b>                                       | <b>Page</b> |
| Transforming our <b>Economy &amp; Infrastructure</b>                          | <b>Page</b> |
| <b>Tackling Poverty</b>   | <b>Page</b> |
| Maintaining and enhancing <b>Swansea's natural resources and biodiversity</b> | <b>Page</b> |
| <b>Transformation &amp; Future Council</b> development                        | <b>Page</b> |
| <b>Part 2: How the Council uses its resources</b>                             | <b>Page</b> |
| <b>Part 3 – the effectiveness of the Council's governance arrangements</b>    | <b>Page</b> |
| Where to find additional information  | Page        |

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

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

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

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

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

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

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

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

- ***Safeguarding people from harm*** – so that our citizens are free from harm and exploitation.
- ***Improving Education & Skills*** – so that every child and young person in Swansea gains the skills and qualifications they need to succeed in life.
- ***Transforming our Economy & Infrastructure*** – so that Swansea has a thriving mixed use City Centre and a local economy that will support the prosperity of our citizens.
- ***Tackling Poverty*** – so that every person in Swansea can achieve his or her potential.
- ***Transformation & Future Council development*** – so that we and the services that we provide are sustainable and fit for the future.
- ***Maintaining and enhancing Swansea's natural resources and biodiversity*** - so that we maintain and enhance biodiversity, reduce our carbon footprint, improve our knowledge and understanding of our natural environment and benefit health and well-being.

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

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

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

## Section 6 Biodiversity Duty

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

### How can you get involved?

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

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

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

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

For each Well-being Objective:

- Why this is a Well-being Objective and what does success look like?
- How well are we doing - and how do we know?
- What and how can we do better (now and for the long-term)?
- Conclusion – the extent to which the Council is exercising its functions effectively:
  - Progress meeting the steps to deliver the Well-being Objective.
  - Contributing to the achievement of all the national well-being goals.
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This first part of the report assesses the extent to which the council is exercising its functions effectively using a modification of the Future Generations Commissioner's Self-Reflection Tool to support an integrated approach to the gathering of evidence to determine progress against the Council's well-being objectives and to fulfil its new self-assessment responsibilities.

An assessment on progress is made against the following criteria:

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

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

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

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

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

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

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

Other changes include:

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

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

## Safeguarding people from harm

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

#### **What happened:**

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

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

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

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

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

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

**What's next:**

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

There are similar stories emerging in other local day services.

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

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

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

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

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

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

<https://swanseapcf.org/>

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

We came to this conclusion because:

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

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

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

services, and to ensure that Adult and Child & Family Services are robust, resilient and effective in getting right care and support to the right person, at right place and at the right time.

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

We are transforming how we manage care and support vulnerable adults. We are working regionally, with health board partners and local providers to support our most vulnerable adults to remain safe and independent at home, with access to joined-up Health and Social Care services to improve outcomes for the most vulnerable Swansea citizens, and by rebalancing our service offer to focus on prevention, reablement and recovery.

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

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

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

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

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

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

## Improving Education and Skills

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

We want:

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

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

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

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

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

During 2021/22, schools employed a wide range of strategies to continue learning and support learners and their families. In addition to support for learning, schools also looked after the well-being of learners and their families with mental health, anxiety, and bereavement issues, with a specific focus on checking the well-being of vulnerable learners. Schools also employed a few strategies to support the well-being of their staff and worked in partnership with Careers Wales, Virgin Atlantic, local colleges, and other partners to provide opportunities to welcome children back to learning, with new opportunities and experiences for vocational learning. Wider support provided by schools included the provision of childcare facilities for key workers, the delivery of IT equipment and work and the introduction of new payment systems for children who were eligible for free school meals.

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

School attendance has continued to be negatively impacted because of the pandemic during 2021/22. The normal collection of attendance data continued to be suspended in 2021. Local data shows that almost all schools in Swansea were at least 5 percentage points lower than attendance rates in previous year. In secondary schools, whole year groups and ‘bubbles’ of children in primary school were still required to isolate if one of their peers tested positive for COVID-19, up until September 2021. New guidance from September 2021, allowed schools to relax their COVID-19 control measures, although attendance continued to be hampered by learners testing positive for COVID-19 and requirements to self isolate.

During 2021/22, 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. The key assurances for school management, governance and performance were now mainly achieved through monitoring and evaluation by Education officers. Although Estyn inspections continued to be suspended during the pandemic up until Spring 2022, we received a good level of assurance from Estyn about the effectiveness of our approach and activities in relation to supporting learners and parents and carers during the pandemic.

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

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

Cabinet approved the Council's draft Welsh in Education Strategic Plan 2022/32 in January 2022. The ten-year plan outlines the Council's vision to increase and improve the provision of Welsh-medium education in the local area including increasing the number of Welsh-medium education places, promoting the use of the Welsh language and supporting bi-lingualism for children during their early years and throughout their school career. Work has continued to develop more Welsh-medium places with the opening of the new and enhanced accommodation and facilities for YGG Tan y lan and YGG Tirdeunaw, followed by additional classroom space at YGG Bryn y Môr and YGG Y Login Fach. We have also been working to complement this provision through delivering enhanced provision at both our Welsh-medium Comprehensive Schools Ysgol Gyfun Gŵyr and Ysgol Gyfun Gymraeg Bryn Tawe. We have continued to monitor data on the number of learners attending Welsh-medium and schools have undertaken assessments on Welsh-language levels, which informed our strategy to increase the use of Welsh Language e.g., Welsh in Education Strategic Plan in accordance with the Welsh Government Cymraeg 2050 strategy. An updated knowledge of the growth of Welsh-speaking households in the County will be gathered following the publication of the 2021 National Census data.

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

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

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

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

young people into decision making. During 2021/22, we revised our Children and Young People's Rights Scheme and co-produced several indicators to inform the development of the Scheme. Children and Young People emphasised the importance of equality and non-discrimination. Members of Swansea's Children's Rights Network met in January 2022 to begin the process of co-production, drafting indicators based around the five principles of our agreed rights-based approach. Work was undertaken to facilitate sessions with 233 children and young people from eleven schools to determine the actions that they think the Council should take and measures of success. All children chose to focus on equality and non-discrimination or participation as their principles of choice. Children's Rights Network members have used this work to inform the development of performance indicators for the UNCRC Action Plan.

The Council has continued to build upon our engagement with Children and Young People to identify priorities during recovery from the pandemic. During 2021/22, the Cabinet Member for Education, the Director of Education, and a Pupil Voice Professional Learning Community (consisting of Secondary School Teachers and pupils) developed a 'pupil voice manifesto' for Swansea. This work was led by Bishopston Comprehensive and supported by the Education Directorate's Partnership and Involvement Team. Each secondary school has now developed their own manifesto and work is ongoing to bring these together into one Swansea Pupil Manifesto that will be presented to full Council in 2022.

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

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

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

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

additional learning needs. Work is ongoing in relation to reviewing the sufficiency of specialist places for children and young people across Swansea.

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

During 2021/22, we have continued to track learners either individually at school level or via the Vulnerability Assessment Profile (VAP) to identify learners who may need additional support and interventions. Around 10% of learners had VAP scores of 10 or higher in 2022. Local data based on the Fischer Family Trust (FFT) shows that the gap in attainment between Free School Meal (FSM) and non-FSM learners at key stage 4 remained during 2021. Good progress has been made in narrowing the gap in outcomes for learners with Additional Learning Needs (ALN) and non-ALN. The data also shows the outcomes for both minority ethnic learners and English as an additional language (EAL) have continued to improve throughout the key stages and these groups outperformed their peers by the end of key stage 4.

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

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

**Transform the schools' estate to meet demand and respond to the developments set out within the local development plan (LDP) whilst ensuring community benefits from contracts. We will, by using our school building and maintenance programme, reduce our carbon footprint.**

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

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

During 2021/22 we have also continued with our comprehensive strategy to maintain and support schools to maintain their buildings. Working with Building Services we have developed a more robust methodology for suitability assessments, which has been adopted by Welsh Government for its condition and suitability returns.

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

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

The Skills and Talent programme is a unique programme within the Swansea Bay City Deal, which aims to provide a skills training solution and the development of a sustainable skills infrastructure to develop the future workforce of the region. The programme is led by the Regional Learning and Skills Partnership (RLSP), a partnership of industry employers and public sector training and education providers. During 2021/22, the RLSP completed a business case for the Skills and Talent programme, which has now been approved by the Welsh and UK Governments.

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

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

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

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

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

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

We have continued to raise vocational aspirations and skills in the workplace for young people by working with our Further Education colleges in Swansea and neighbouring areas and other learning training providers. Careers and work experiences form an integral part of the new curriculum for Wales. During 2021/22, all our secondary schools continued to provide vocational courses for young people aged 14 to 16 either at school or off-site at college or in workplaces. We have also continued to work with Gower College and neighbouring colleges to provide options for young people at key stage 4, including those who are following an alternative curriculum. We have also continued to support the Welsh Government's Junior Academy, which offers vocational pathways to young people who are at risk of becoming NEET (Not in Employment, Education or Training). We have also continued to work with Gower College through our Cynnydd courses, which provides a range of support and learning opportunities for learners who are at risk of disengagement and has supported over 1,000 learners since its inception. Despite the challenges of the pandemic our Youth work provision has continued to engage with young people and support them into further learning vocational training and employment. During 2021/22, the service held 466 sessions and contacted 894 known young people and 6185 contacts with unknown young people.

#### Case study 3: the Junior Academy

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

The My Choice web platform is now well established and fully updated with the most recent prospectus. This year the RLSP and Careers Wales have provided up-to-date labour market intelligence for several priority sectors for the My Choice website. This year we have continued to work in partnership with Careers Wales to support employer engagement and arrange visits from employers to give presentations, deliver workshops and provide mock interviews. We have also continued to work closely with Careers Wales to support learners with applications for apprenticeships (which are completed through Careers Wales). Many of our secondary schools in Swansea have also participated in the Welsh Government's "Have a Go" initiative, which allows schools to borrow industry kits to support vocational learning. During 2021/22 we have continued to work with our partners and to promote and provide a range of post-16 vocational training opportunities in sixth forms, colleges, training providers or through apprenticeships with local employers. Young people are then supported to progress into further vocational study, apprenticeships, and employment.

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

During 2021/22 we have built upon our membership of the UNESCO Global Network of Learning Cities through developing our international links through our membership to share ideas and best practice. We have held 3 Learning Festivals since 2019, which have taken place in a range of different communities across the city and have been hosted by learning providers, community groups, community centres, the YMCA, and schools. Our Swansea Lifelong Learning Service have coordinated the festivals, which have involved a wide range of organisations including major employers such as the Driver and Vehicle Licencing Agency (DVLA), the Prison Education Service, Further Education College, two Universities and all schools in Swansea. More than 10,000 learners have participated in more than 400 events on courses such as Family Learning, Essential Skills, Guitar, Calligraphy, Art, Needlecraft, Digital Photography, IT, Floristry, Cookery and Yoga as part of the festivals

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

As part its preparation for Estyn's recent inspection and as part of its ongoing challenge and improvement culture, a few areas for improvement have been identified in relation to outcomes, provision, and leadership. Key areas for improvement in terms of outcomes include:

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

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

Areas for improvement in relation to leadership include:

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

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

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

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

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

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

We came to this conclusion because:

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

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

expressed high levels of satisfaction with support offered by schools during the pandemic. A recent Estyn inspection of Education in the spring term of 2022 concluded that overall arrangements were good, including effective leadership and management, good quality provision and outcomes, good quality support for vulnerable learners and opportunities for professional development.

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

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

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

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

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

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

we can sustain a strong workforce to meet the diverse and emerging needs of children across all Swansea schools.

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

## Transforming our Economy & Infrastructure

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

- We want to raise economic performance and create wealth and employment opportunities to improve the economic wellbeing of Swansea's citizens.
- The biggest ever investment for south west Wales has been secured following the approval of the ground-breaking Swansea Bay City Deal on 20th March 2017.
- The City Deal is worth £1.3 billion deal and will transform the economic landscape of the area, boost the local economy by £1.8 billion, and generate almost 10,000 new jobs over the next 15 years.
- In Swansea, 100,000 square feet of flexible and affordable new office space will be constructed on Kingsway in the city centre for tech businesses as part of a digital village that will benefit from world-class digital infrastructure.
- The City Deal will lead to further property development on the University of Wales Trinity Saint David's Waterfront Innovation Quarter in SA1 providing affordable space for start-up firms.
- The City Deal will also support the digitalisation of the 3,500 indoor arena planned for the city centre's Swansea Central development site, as well as the development of a digital square to include digital screens and digital artworks.
- The City Deal will further drive the physical regeneration of the city centre in line with our revised City Centre Strategic Framework – in particular, property development and enhancement and associated transport improvements, delivering enabling infrastructure to support regeneration.
- We want to take advantage of the opportunities presented by the City Deal and regeneration of the city centre by creating employment and training opportunities for unemployed and economically inactive people through community benefit clauses in contracts and delivering employability support services in partnership with other council services and external partners.
- We want a planning policy framework that supports growth and regeneration and ensures that communities have sufficient good quality housing at sustainable locations to meet community needs and support sustainable economic growth.
- We want to take advantage of untapped growth potential to generate sustainable energy, protect the environment and boost the economy, including continuing to lobby the government to approve the Tidal Lagoon.
- We want to take advantage of Swansea's natural, cultural and built assets and infrastructure to develop the economy while protecting the environment and improving well-being.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

The REDP sets out three 'Ambitions':

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Case Study: Copr Bay boost for jobs and economy

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Swansea Council leader Rob Stewart said:

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

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

"Our local activity will involve widespread collaboration to create a unique arts trail across the city and its communities."

**Continue to improve and develop our Leisure facilities in partnership with our delivery partners Freedom Leisure and Parkwood, and secure the of our 'in house' Cultural services developing strategies for investment and innovative delivery models for Special Events, Libraries, Archives, Theatres, Galleries and Museums.**

Close monitoring enables the Council to support partner operators of key Council facilities. The leisure Partnerships Annual Report 2020/2021 reported to Cabinet in March 2022 describes how close relationships across a mixed economy enables flexible performance management and the sharing of best practice resulting in better services for citizens. The pandemic continued to impact leisure services but this collaborative approach has ensured safe quality provision of activities essential to well-being.

Project milestones continuing to be delivered within the Cefn Hengoed 3G Barn and improved Community Leisure and PE facilities, with a preferred bidder identified, increased Capital investment and overwhelming support from Cabinet in March, with a final request for funding from the Football Foundation due in mid to late April.

Continued restrictions on numbers for participant activity across leisure centres prolonged the challenges faced by these venues. This, as well as a high Covid rate in the community and general reduction in customer confidence impacted the bottom line in terms of income and new membership sales across the post-Christmas period, which will impact into the early part of 2022/23. Community sites performed stronger than city centre attractions such as the LC in terms of gym membership, and this is also contributed to factors such as continued working from home and the significant city centre developments which impacted on access and parking. Late into the quarter the new Arena car parks opened and this addition, along with completed walkways to the Waterfront from the Arena should benefit the LC in terms of parking availability and general access.

Freedom Leisure's investment into these facilities continued through Q3, with significant plans for both Penlan and the LC, including installing Hypolyser electronic chlorination, offering a safer, cleaner and more environmentally friendly way to chlorinate the pools. Mitigation measures such as this will prepare the facilities to be more sustainable moving forward, with shortages of chlorine across the world, and significant cost increases, the investment is now seen as critical. Energy prices continue to concern leisure facilities that have high gas and electricity consumption, and whilst mitigation has already been invested to reduce energy, the unit rate inflation presents a significant risk to the operational costs, and a range of further models of mitigation and investment are being developed by Freedom Leisure to present to the Council in due course.

#### **Progress strategic housing and mixed development sites to meet housing need and provide employment.**

The Council's More Homes Programme, focussed on providing new build Council housing, is looking to a 10 year delivery ambition of 1000 new affordable homes. Following the completion of 34 homes in 2020/21, work is continuing on 25 homes on Hill View Crescent in Clase, which is due for completion in Spring 2022. This scheme has also been awarded £1.5m of Innovative Housing Funding, which will fund the renewable technologies to continue the Homes as Power Stations theme.

As part of the Welsh Government Phase 2 planning for homelessness, the Council has also developed 8 one bedroom homes at a former Education site in Uplands. The conversion of the existing building has been completed and is now occupied, and the 4 off site-manufactured pods will be ready for occupation in April 2022. A further 20 x1 bedroom acquisitions are planned for 22/23, as well as 6 acquisitions utilising Integrated Care Fund (ICF). Work has also started at West Cross, to develop 6 bungalows, which has also been awarded IHP funding to include the additional renewable technologies.

A planning application has been approved to convert a former social services property in Gorseinon into 2 x 3 bedroom homes, and work is due to start in July. The former Education site at Brondeg House has also been acquired to develop for affordable housing, and the existing building will be demolished to make way for new affordable housing. Cabinet has approved the appropriation of 3 sites from the General Fund to develop for affordable housing, and concept plans are now being developed for these sites. The demolition of the former Clase DHO has now been completed, as part of the Creswell Road development of 9 new homes.

The Council is also progressing the procurement of a development partner or partners to deliver mixed tenure housing on 2 Council owned sites in Penderry, whilst maximising the delivery of affordable housing to meet local need. The Council has also procured a multi-disciplinary team to deliver a masterplan for the regeneration of a large Housing owned site. This work is progressing however the timeframe has been extended as the planned resident consultation events, site visits and surveys were delayed due to Covid. The Council has also appointing a multi-disciplinary team to develop a masterplan for 4 x sites in close proximity, which should achieve planning application stage by the end of 2022.

**Protect and promote the health, wellbeing, safety and consumer interests of people living in or visiting Swansea by working with others to maintain public safety across the range of regulatory services such as pollution, scams and unfair trading, public health and housing issues, etc.**

Public protection teams continue to be under pressure due to additional responsibilities as a result of the pandemic. Enforcement officers have helped businesses ensure the safety of their staff and customers and taken action against irresponsible traders placing the public at risk.

However the teams continue to protect the public from changing and increasingly digital threats. Trading Standards took a proactive approach alerting the public to scams relating to topical issues like coronavirus, deliveries and the census. The Council is building a library of scams with Trading Standard. These are communicated to the public via social media and via the Councils Communication Team. A phishing campaign and training aims to make more people aware and help counter the issue. Use of social media to educate the public has increased with viral campaigns like 'the 12 Scams of Christmas' raising awareness as well as traditional alerts warning of doorstep fraud etc.

Swansea Council's fraud detection team detects people trying to abuse the system by claiming money or council services they are not entitled to. Last year there was a continuing high demand for the service, with hundreds of new fraud allegations made to the council. These ranged from organised fraudsters trying to swindle the council out of pandemic grants and other business grants, to those fraudulently claiming benefits or council tax relief or abusing the blue badge disability parking system. In total 49 grant cases were subject to detailed investigations in the last financial year which resulted in a dozen applications for grants being rejected, amounting to a £27,000 saving. A total of 379 cases of potential fraud were reported to the council in 2021/22, an increase from 302 the year before. Increases in cases were seen cases of alleged benefit fraud, council tax, social housing, and blue badge fraud. Of these allegations a total of 72 are currently either being actively investigated or still being evaluated for further action.

As well as carrying out test purchases of food items, the Council's Food Safety Team regularly works with businesses, conducting inspections of premises to ensure food preparation and storage meet national food hygiene standards. Trading Standards inspections of retail stores resulted in action being taken against stores selling expired foods. Since lockdown, consumers have increased their use of takeaway businesses so test purchasing was undertaken to ensure regulations keeping consumers safe were applied. Four businesses were fined as a result of selling undeclared allergens.

Case Study: City centre about to become an even more welcoming destination

New anti-social behaviour rules help Swansea city centre become a more welcoming place to live in, work in and visit. From December 2021, a city centre Public Space Protection Order (PSPO) will apply to behaviour such as drug-taking and drunkenness - and everybody will be asked to comply.

People who are vulnerable due to circumstances such as homelessness will be treated sensitively; housing and outreach services will be involved. The PSPO - part of a broader and coordinated Swansea approach to tackle anti-social behaviour (ASB) and street vulnerability - is designed to boost the city centre which is already being improved. The PSPO - which had widespread public support in a recent consultation - means that alcohol and drugs being consumed on the streets can be confiscated before the situation becomes a problem. Fixed penalty notices can be issued for ASB such as swearing and aggression. Other action could also be taken to deal with persistent troublemakers.

December 1 was the start of a three-month PSPO trial in areas currently patrolled by the city centre rangers plus the Marina and Copr Bay coastal park with 120 engagements taking place. Initially no enforcement action is taking place - just a chance for the public to learn all about the scheme. If successful, PSPOs could be introduced in areas such as SA1, Swansea Beach and the centre of Morriston.

Robert Francis-Davies, the council cabinet member for investment, regeneration and tourism, said: "People are fed up with anti-social behaviour and want something done about it - the PSPO scheme will help address the issue. People should not feel intimidated or threatened by anti-social behaviour. The PSPO will also enable the rangers to tackle "professional" beggars who are known to target the area to solicit money from the public under false pretences.

Public protection teams continued to be under pressure in 2021/22 due to additional responsibilities as a result of the pandemic. However the teams continued to deliver services in accordance with regulation and perceived public risk protect the public from changing and increasingly digital threats. The Council is building a library of scams with Trading Standard. These are communicated to the public via social media and via the Councils Communication Team. A phishing campaign and training will be provided that will make more people aware and help counter the issue. It was recognised that some people do not like to do transactions online because of their concerns over safety and security.

**Following adoption of the Climate Change Charter by Council in November 2020, deliver the Energy Strategy to reduce costs, provide cheaper energy and reduce our carbon footprint such as work with others to provide sustainable and low carbon transport and infrastructure providing improved and cheaper connectivity and mobility and associated economic benefits at reduced environmental cost and improved air quality.**

A report was provided to Cabinet in November 2021 listing progress following the Councils 'Climate Emergency Declaration'. The report outlines that governance has been formalised both internally and externally with partners, including PSB (Public Service Boards) and regular programme boards and steering group meetings have ensured good progress throughout the last year. As part of the regional agenda the Council worked with three other local authorities to develop a new regional energy strategy, which was approved by cabinet in December. The report describes how the council will continue to build on the external working relationships to develop a 2050 net zero carbon strategy for the county. The report also outlines that a task and finish group has been established to bring together all the work currently being undertaken across the Highways and Transportation service area to develop various strategies, including Green Fleet (strategy already approved), Grey Fleet, Street Lighting, other transportation e.g. taxi, schools etc. and Active travel. The proposed approach will have specific strategies for all areas, and then a brief overarching document aligning the service wide approach to a Sustainable Transport Strategy. The report outlined further areas for

development and action, including an Ultra-Low Emission Vehicles strategy and the overarching Sustainable Transport Strategy by March 2022.

#### Case Study: Green light for regional energy and economic development vision

Regional plans and strategies aimed at boosting economic prosperity while helping South West Wales reach its net-zero energy targets have now been given the green light.

The plans and strategies were approved by the Corporate Joint Committee for South West Wales at a meeting on Tuesday March 15 2022.

Covering Carmarthenshire, Neath Port Talbot, Pembrokeshire and Swansea, the regional economic delivery plan aims to build on a major study that's identified regional strengths and opportunities. These include its green energy potential, strong cultural identity, stunning scenery, quality of life and well-established links between universities and industry.

Based on these strengths and opportunities, the plan includes a series of actions and interventions on how to best develop the region's economy over the next decade. It also sets out how businesses, government, education, voluntary and community organisations, social enterprises and other partners can best work together to realise the aims of the plan.

Cllr Rob Stewart, Chairman of the Corporate Joint Committee for South West Wales, said: "It's been eight years since the Swansea Bay City Region Economic Regeneration Strategy was created, and the economic and policy context has changed so much since then, especially in the wake of Brexit and the impact of the pandemic.

"This means a new plan is now needed if we're to make the most of South West Wales' strengths and opportunities, maximise the region's potential and further close the productivity gap with other, more affluent parts of the UK.

"A huge amount of regeneration is already either complete, on-going or planned in South West Wales, so this plan will build on that work to create even more well-paid jobs and opportunities for local people, while attracting further investment. This will help develop a more resilient, sustainable, enterprising and balanced regional economy for the benefit of our residents and businesses."

Also approved at the Corporate Joint Committee for South West Wales is a regional energy strategic vision, which responds to the challenges and opportunities created by climate change, carbon reduction goals and the green industrial revolution.

Including actions to help South West Wales achieve its net-zero target by 2050, the strategic vision places particular focus on a number of key areas. These include energy efficiency, renewable energy generation, distribution of heat, decarbonisation of transport, local energy generation and ownership, and smart energy.

Cllr David Simpson, Pembrokeshire Council Leader, said: "This strategic vision follows-on from so much work that's already on-going in South West Wales to decarbonise our energy and contribute to the global fight against climate change.

"The strategy will harness our region's low carbon energy potential, both on-shore and off-shore, to deliver a more prosperous and equitable net-zero carbon economy that better protects our environment and leaves a more sustainable region for future generations.

"It will also help quicken the pace of realising our 2050 net-zero target here in South West Wales."

Formally constituted in January 2022, the Corporate Joint Committee for South West Wales includes the Leaders of Carmarthenshire Council, Neath Port Talbot Council, Pembrokeshire Council and Swansea Council, as well as senior representatives of The Brecon Beacons and Pembrokeshire National Park authorities.

Introduced by the Local Government and Elections (Wales) Act 2021, it's one of four such bodies being established in Wales.

**Manage and protect Swansea's green spaces, coastline and parks for recreation and play, to promote health and well-being, improved bathing water quality and maintain Blue Flag status at Swansea's beaches to encourage tourism, protect the environment and support well-being.**

Over 50% of the County's area is identified as being of significant ecological interest. Nearly 70% of the habitats and at least 20% of species identified as being of importance for biodiversity conservation in the UK can be found in the County, and approximately 17% of the County's area is protected by designations at a European (SAC, SPA, RAMSAR) or National (SSSI, NNR) level. 5.2 The landscape is of critical importance within the County, as it provides a striking setting for the City and at least 40% of the County (the Gower AONB) is recognised as being landscape of national importance. Most of the AONB coastline is also designated as Heritage Coast which extends for 59km. Gower attracts large numbers of visitors and tourism is very important for the local economy.

CEEQUAL is the World leading sustainability assessment, rating and awards scheme for civil engineering, infrastructure, landscaping and public realm projects. The BRE Academy have verified and ratified that Kingsway Urban Park has achieved the CEEQUAL award. The County supports an extensive greenspace network, which is vital to economic, environmental and community well-being, and additional green infrastructure is needed to meet national guidance and local requirements for improving accessibility to open space. In particular improvements to linkages between open spaces, public rights of way and key destinations are needed to increase accessibility and promote physical activity.

Caswell Bay, Langland Bay and Port Eynon have all been awarded the prestigious international Blue Flag status for 2021. Swansea Marina has also retained its status as one of the few Blue Flag Marinas in Wales. While Bracelet Bay has also received the coveted Green Coast Award in recognition of its untouched and rugged beauty. The award replaces the Blue Flag award but visitors can be assured that the beach and the water quality at Bracelet Bay are still of Blue Flag quality.

Our efforts to make Caswell Bay more accessible has been recognised at the Celebrating Rural Wales Awards. Our Changing Places unit was one of five shortlisted in the Food and Tourism category and was praised by Rural Affairs Minister, Lesley Griffiths. We've also secured Welsh Government funding for another two Changing Places units in Mumbles and Rhossili.

Demand for services such as beach huts continued to increase post pandemic with around 1000 applications for less than 80 available seasonal beach huts. The Swansea Bay Strategy is currently being revised to update the existing 2008 document, this focuses on strategic locations on the foreshore.

The Green Flag Award programme is delivered in Wales by environmental charity Keep Wales Tidy, with support from Welsh Government. Sites are judged against eight strict criteria, including biodiversity, cleanliness, environmental management and community involvement. A total of 13 'community awards' have also been given to smaller community based gardens and green spaces, including two new winners - Clydach Community Garden and Blaenymaes Community Garden.

In Swansea, the Council's Clyne Gardens, Singleton Botanical Gardens, Brynmill Park, Parc Llewelyn, Cwmdonkin Park and Victoria Park have all gained the prestigious flag status. Our efforts to make Caswell Bay more accessible has been recognised at the Celebrating Rural Wales Awards. Our Changing Places unit was one of five shortlisted in the Food and Tourism category and was praised by Rural Affairs Minister, Lesley Griffiths. We've also secured Welsh Government funding for another two Changing Places units in Mumbles and Rhossili.

### Case Study: Green flag awarded to Swansea parks

Six of Swansea's main parks have been awarded Green Flag status, recognising the vital role they play in boosting residents' wellbeing and improving the natural environment.

Clyne Gardens, Singleton Botanical Gardens, Brynmill Park, Parc Llewelyn, Cwmdonkin Park and Victoria Park have all gained the prestigious flag status.

All the parks are managed by Swansea Council and welcome thousands of visitors each year.

The Green Flag Award programme is delivered in Wales by environmental charity Keep Wales Tidy, with support from Welsh Government. Sites are judged against eight strict criteria, including biodiversity, cleanliness, environmental management and community involvement.

Swansea's parks are some of the 265 parks and green spaces across Wales to achieve the award.

Robert Francis Davies, Cabinet Member for Investment, Regeneration and Tourism, said: "Our city is blessed with some beautiful parks which we are proud of and work hard to maintain.

"They all provide a space where families and visitors can relax, have fun and enjoy the outdoors. I'm thrilled that these locations have been recognised on a national level."

Two more Green Flag Awards have also been given to Swansea University Singleton Campus and Penllergare Valley Woods.

And a total of 14 'community awards' have also been given to smaller community based gardens and green spaces in Swansea, including Clydach Community Garden, Polly's Park in St Thomas and Coedbach Park.

### **Work in partnership with Welsh Government, Transport for Wales and the three other regional Councils to develop a Metro solution which will improve connectivity to, and across the City and the wider region.**

Early ideas on potential rail and bus service improvements for passengers throughout the Swansea Bay City Region have been discussed. A presentation from regional local authority heads of transport covered aspirations for the future as well as current transport projects being delivered in Carmarthenshire, Neath Port Talbot, Pembrokeshire and Swansea. The presentation, which was given at the Corporate Joint Committee for South West Wales, will help prepare for the development of a regional transport plan once the early ideas have been further explored and detailed guidance from the Welsh Government is made available later this year. Further partnership work with the Welsh Government, Transport for Wales and transport providers would also take place to identify transport priorities for the region. When it's developed in detail, opportunities will be made available for local people, local businesses and other organisations across South West Wales to give feedback and help shape the regional transport plan which - subject to approval - would enable bids for funding. As well as improving rail and bus services, priorities could include further decarbonising the public transport fleet, introducing more electric vehicle charging points, and creating even more high-quality cycling and walking routes. This would help tackle climate change by further cutting the region's carbon footprint.

Swansea Bay and West Wales Metro proposals were also discussed at the meeting. Subject to approvals, funding and consultation, they include potential new railway stations at several communities in Swansea and Neath Port Talbot, which could follow-on from current work to re-open the railway station at St Clears in Carmarthenshire. Station improvements are also proposed as part of the metro vision for Neath, Swansea, Llanelli, Carmarthen, Whitland, Haverfordwest and Milford Haven, along with more frequent trains to better connect Pembrokeshire and Carmarthenshire with Swansea, Neath Port Talbot and beyond. Other metro aspirations include improved and better-connected bus routes in many parts of the region, both rural and urban. The South West Wales Corporate Joint Committee is aimed at further driving economic prosperity across the region. It's made up of the Leaders of Carmarthenshire Council, Neath Port Talbot Council, Pembrokeshire

Council and Swansea Council, as well as senior representatives of the Brecon Beacons and Pembrokeshire National Park Authorities

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

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

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

A review of the evidence in relation to whether the Council is exercising its functions effectively in relation to its Economy & Infrastructure priority suggests that it is owning its ambition.

| <i>Well-being Objectives</i>                | <i>Getting started</i> | <i>Making simple changes</i> | <i>Being more adventurous</i> | <i>Owning our ambition</i> | <i>Leading the way</i> |
|---|------------------------|------------------------------|-------------------------------|----------------------------|------------------------|
| <i>Natural Resources &amp; Biodiversity</i> |                        |                              |                               | x                          |                        |

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

We came to this conclusion because:

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

There has been significant visible progress on Swansea Council's major regeneration and infrastructure projects despite a challenging period. The Council continues to commit significant resource to the delivery of its regeneration priorities and visible results are currently being delivered on site. This focus has not only ensures the Council's long term strategic intent is realised but the city is appropriately supported to emerge from a difficult period, stronger and more resilient to future shocks.

Developments are largely on programme and are providing the catalyst for future investment by the private sector. This is evidenced by the recent appointment of a long term development partner to deliver future phases of regeneration via the Shaping Swansea procurement project. Work has commenced on the design stages of the first phase of projects.

In addition, strategy development work has identified projects, interventions and initiatives for the future, ensuring momentum will be maintained in the future with this priority. The REDP is already being used to leverage funding to take forward the next stage of Swansea's regeneration building on the strong foundation work accomplished over the last year.

Overall performance outcomes are largely positive. Although some indicators are showing downward trends, relevant, explanatory comments have been provided based on the specific circumstances prevailing. The Council is demonstratively exercising its functions effectively in relation to Economy and Infrastructure.

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

Swansea Council is maximising its contribution to its Well-being Objectives and National Goals.

- *A prosperous Wales* – Implementing the City Deal with partners to invest in digital infrastructure and support investment, innovation, growth, jobs, skills and productivity. Building sustainable development principles into the re-development of the city centre by incorporating requirements for resource efficiency (waste and energy), renewables, enhancing biodiversity / green infrastructure and the sustainable use of natural resources that support a productive and low carbon economy and adapt / mitigate for climate change. Maximising benefits from grant funding applications.
- *A Resilient Wales* – Promoting the 'Green Economy' including renewable energy to provide energy security, climate change mitigation and economic benefits. Promotion of green infrastructure methods in developments.
- *A Healthier Wales* – Promoting biodiversity and protecting Swansea's green spaces, including parks for recreation and play and to promote health and well-being. Managing Swansea's coastline and promoting improved drinking water quality and Blue Flag status to encourage tourism, protect the environment and support well-being.
- *A more Equal Wales* – Creating employment and training opportunities for the long-term unemployed and economically inactive through community benefit clauses in Council contracts.
- *A Wales of Cohesive Communities* – Giving priority to providing affordable housing.
- *A Wales of vibrant culture and thriving Welsh language* – Improving, expanding and diversifying leisure, cultural and heritage facilities and infrastructure to help boost the economy, promote tourism and improve well-being.

- *A globally responsible Wales* – Building sustainable development principles into the redevelopment of the city centre particularly around resource efficiency and the sustainable use of natural resources contributes to a low carbon economy and adapt / mitigate for climate change. Encouraging grant applicants to adopt green infrastructure measures in building refurbishments.

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

The Council is working to maximise its contribution to the national well-being goals when meeting its Economy and Infrastructure well-being objective:

- *Addressing long term challenges or trends* - The Council is working regionally, leading the production of a Regional Economic Delivery Plan (REDP) for South West Wales. The REDP is an evidence based long term framework for addressing the challenges and maximising the opportunities. The REDP has now been adopted by all 4 authorities and the CJC and will form the basis for programmes, projects and funding bids going forward.
- *Preventing problems from occurring or from getting worse* - A repurposing strategy has been prepared to tackle and help reverse the Covid related impact of changes to the retail sector in the City Centre. The strategy has now been approved by Cabinet and projects are under development.
- *Integration – joining things up and avoiding duplication / conflicting priorities* - A Covid economic recovery strategy has been prepared with stakeholders via the Regeneration Swansea Partnership to ensure joined up delivery of a range of priorities. Funding has been deployed via the Council's Economic Recovery Fund. Significant progress has been made in the delivery of the action plan via the Council and stakeholders on the Regeneration Swansea Partnership.
- *Involving people* - including the public, service users and stakeholders: A Covid economic recovery strategy has been prepared with stakeholders via the Regeneration Swansea Partnership to ensure joined up delivery of a range of priorities. All major projects involve a diversity of citizens from the earliest stage and use input to improve development.
- *Working in partnership and collaborating with other organisations:* The Council is leading the regional coordination of the Welsh Government's Targeted Regeneration Investment Programme, delivering locally in partnership with private sector organisations. Discussions are underway to roll out this approach to regional delivery to other funding opportunities.

## Tackling Poverty

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

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

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

#### **Provide a joint and holistic response to poverty, population health and homelessness during the Council's COVID-19 response and recovery.**

The COVID-19 pandemic presented unprecedented challenges to the Council, its services and the workforce. In terms of responding to the immediate challenges of the pandemic a number of non-essential services were suspended in order to redeploy resources and refocus services to areas where they were most needed. Since the start of the pandemic, the Council has transformed the way it has worked developing a joint and holistic response to the pandemic during the recovery phase.

Working with Health and other partners, the Council responded to the immediate priorities presented by the pandemic in our hospitals, care homes, schools and our communities. We established a help line to provide daily support to thousands of people, re-focused Social Services to care for the most vulnerable people, constructed a new field hospital, procured PPE across the region, established food hubs and supported food banks, distributed food parcels and provided hot meals to vulnerable people, provided financial assistance to businesses across the region and secured additional emergency accommodation. We also established a Track, Trace and Protect service, supported the preparations for mass vaccinations and enforced Welsh Government regulations to ensure people were safe.

Our holistic and joint response to the immediate priorities presented by the pandemic, was only made possible by the re-focusing and re-deployment of staff, improved joint working between departments within the Council and working together with our partners and volunteers in our communities. For example, hundreds of Council staff employees were re-deployed into crisis response roles such as the COVID-19 helpline, the food administration team, and the Local Area Coordination team. Departments within the Council such as Education and Social Services improved

joint working through the development of shared criteria and understanding vulnerability with a Single Point of Contact in relation to vulnerable children accessing on site provision. Working with our Third Sector partners and hundreds of volunteers we established food distribution centres, delivered emergency food parcels and provided temporary accommodation to those households who would not normally be in priority need.

During 2021/22, we distributed over £293k to 97 projects via the Food Poverty Grant, Period Dignity in Communities Grant, the Household Support Grant and Men's Shed's funding to address poverty and social isolation. Partnership working and collaboration has been strong and has been demonstrated by the development of new partnership initiatives, such as a Fuel Poverty Voucher Scheme with Citizens Advice, a Community Calling Project with Hubbub, O2 and SCVS, a Community Coordination Programme with the Children's Society and various partners across Swansea and supported the launch of the 'Hope in Swansea' App led by Matthew's House.

#### Case study 1: Community Calling

Swansea Council and Swansea Council for Voluntary Service have supported the development of a Community Calling campaign run by Hubbub and O2. Around 700 donated phones have been distributed to people in Swansea who were digitally excluded, by O2 providing 12 months of free data and unlimited calls and texts.

So far, around 500 residents in Swansea have benefited from the project. The phones have been used by people to help stay connected with friends and support services, to look for jobs and training, access to English language courses online and access to other services such as online banking and health appointment.

The phones have been distributed through a referral process to SCVS with current referral partners including Swansea YMCA, Swansea Tenancy Support Unit, Hafal, Pobl, Swansea Asylum Seekers Support, Platform, Matthew's House, Family Housing Association, Women's Aid Swansea, Action for Children, the Wallich, the council's Employability Service, Swansea Working and the Council's Local Area Coordinators.

#### Case study 2: The Hope in Swansea App

The Hope in Swansea App was launched in August 2021. It is a free smartphone app which signposts users to a range of essential support services in relation to housing, mental health, food poverty, isolation, abuse, addiction and other issue people faces in a crisis. It was founded by Matthew's House and funded with support from Swansea Council, the Children's Society and the Friends of Matthew's House scheme. The App contains the details of more than 60 service providers and is a one-stop directory of services which includes information includes about local services, locations, opening times and emergency contacts. Local providers can register and upload or change their details for free aiming to ensure that the details are always up to date and relevant. The App is also designed for professionals, local volunteers and anyone who comes across someone on the street needing help.

#### Case study 3: Bed promise for rough sleepers in Swansea

Every rough sleeper in Swansea was offered a bed if they want one, the Council pledged. The long-standing promise was repeated in November 2021 to vulnerable people living in the city as the winter nights got colder and was boosted with another £370,000 of support. The place to sleep

promise was delivered by the council alongside local charities, health services and housing associations.

And it came as the number of people sleeping rough in Swansea had reduced to its lowest level on record during the pandemic. Although there were considerable challenges ahead, the Council pledged to continue the effort put in to support rough sleepers through the pandemic and help them stay safe and healthy.

Cllr Andrea Lewis, Joint Deputy Leader and Cabinet Member for Climate Change and Service Transformation in 2021/22, said that extra funding from Welsh Government during the pandemic had helped the council speed-up its work to safeguard rough sleepers.

She said: "Our pledge is that there is a bed for anyone who needs one. Alongside our partners, we are getting the message out to rough sleepers that no matter how vulnerable they may feel, there is a bed available for them.

"Thanks to support from the Welsh Government and strong partnership working between local charities, health, housing associations and private sector providers, anyone found sleeping rough has been and will continue to be offered accommodation and the necessary support to maintain their accommodation

"Since the start of the pandemic we helped more than 400 single homeless people out of temporary accommodation and either into supported housing or a permanent home of their own.

"The extra funding of £370,000 from the council's budget means we can keep people safe from sleeping on the streets and provide help to access more permanent housing solutions."

As part of the council's homelessness strategy, services have been expanded at the Ty Tom Jones temporary supported housing service, which is currently delivered by The Wallich charity and supported by Pobl Housing and the Council.

Cllr Lewis said: "The award-winning Ty Tom Jones has been a real success story over the last year in supporting rough sleepers and single homeless people through the pandemic.

"Our aim is to make it part of a rapid rehousing programme that will help encourage hard-to-reach rough sleepers and single homeless people get the support they need by increasing the health, social, psychological and other wellbeing services on offer there.

"Before the pandemic hit the Council was already working hard to end rough sleeping. The further funding has enabled us to build on the success of what's been achieved with our partners, resulting in a reduction in rough sleeping in Swansea, to the lowest on record in the last 12 months.

"In that time we've learned a lot more about how we can continue to develop our services to directly meet the needs of some of the most vulnerable people in our communities.

"With the extra funding we'll be looking to do all we can to continue to prevent people from sleeping rough."

We have built upon new ways of working during our recovery phase from the pandemic through our "Swansea – Achieving Better Together, Transformation Strategy & Programme Framework 2022 – 2026." Two of the key aims of the re-focus stage of the programme which started in March 2021, were to build upon collaboration with other Councils, organisations, community groups and residents and to improve engagement with our residents and community. The programme includes a community response workstream which aims to build greater collaboration and meaningful engagement with local organisations, community groups and residents by encouraging the continuation of community relationships established pre-Covid. Work to date has included the development of a process for Ward Members to report issues in communities, supporting community events such as Unsung Heroes, a Winter of Well-being for 50+yrs programme, a Summer of Fun programme and developing a Corporate Volunteering Strategy. Although the delivery of the Achieving Better Together programme is still in the early phases, the Council's internal audit team have examined the Achieving Better Together programme and awarded the programme a "high"

level of assurance indicating that “there is a sound system of internal control designed to achieve the programme objectives and the controls are being consistently applied’, with no recommendations.

**Continue to implement the Poverty Strategy and ensure that tackling poverty is everybody’s business.**

We are continuing to implement our Poverty Strategy and ensure that tackling poverty is everybody’s business. Swansea Council’s Poverty Forum meets on a monthly basis to facilitate cross departmental working and to share information and good practice. The Forum has been chaired by the Deputy Chief Executive with good representation from across the directorates in the Poverty Forum. We have also been working in partnership to reduce and prevent the impact of poverty through the facilitation of the Swansea Poverty Partnership Forum, the Financial Inclusion Steering Group, the Swansea Food Poverty Network and the Swansea Poverty Truth Commission. In addition to the Council’s Tackling Poverty Service, activities to address poverty are delivered by services across the Council such as Free School Meals by Education, the Council Tax Reduction scheme by Resources and Beyond Bricks and Mortar by the Place directorate.

We are currently in the process of reviewing the strategy to take into account the learning from our response to COVID-19 and the current social, economic and environmental context. Draft priorities have been produced and discussed with the Poverty Reduction Policy Development Committee, with a view to co-producing a new strategy with all key stakeholders in the near future. A cross section of Councillors have been involved in the development of new policies designed to tackle poverty, such as a Promoting Affordable Credit Policy and a Corporate Debt Policy.

Our approach to ensuring that tackling poverty is everybody’s business has been strengthened by the implementation of the new socio-economic duty and ensuring that socio-economic disadvantage is considered in every strategic decision made by the Council. In addition to rolling out training on the socio-economic duty for both Officers and Councillors, we have also revised our Integrated Impact Assessment process and guidance to ensure the implications for people living in poverty are considered in decision making.

**Targeting resources to maximize access to opportunity and prosperity and focus on utilising data to target support, employability and financial inclusion.**

We are continuing to target support to increase employability and financial inclusion. More people have secured employment in 2021/22 ( $n = 481$ ) compared to previous year through our Swansea Working gateway. Partnership working between Swansea Working, Lifelong Learning, Employability Programmes and partners has continued to offer participants accredited training and qualifications to meet employment opportunities. The number of accredited qualifications achieved by adults with Local Authority support has increased in 2021/22 to 620 compared to 450 in 2020/21; although it has not reached pre-pandemic levels yet. There were 1250 unique learners on accredited and non-accredited Lifelong Learning courses during 2021/22, with 1792 enrolments onto courses, including digital literacy, Essential Skills and Learning for Life Courses (languages, well-being and arts).

**Case study 4: Workways +**

This year as part of the Council’s Economic Recovery Plan and in response to the impact of the pandemic, the Council offered more than 300 paid work placement opportunities to unemployed people through Workways+ and the employment scheme Kickstart. These opportunities were available across a range of roles in local businesses and organisations, with more than 100 positions

based at the Council itself. The Workways+ scheme offered training, paid work experience and volunteering opportunities to unemployed people over 25 to help them improve their lives and find employment. It has already supported more than 1,000 people living in Swansea. Some have benefited from paid work experience opportunities in the Council's Waste department. The UK Government's Kickstart has seen more than 20 new recruits join teams such as parks, building services, waste management and security.

In terms of financial inclusion, our Welfare Rights Team has continued with a Pensions Credit take-up campaign to ensure that eligible pensioners are maximizing their benefit entitlements. Working with Neath Port Talbot County Borough Council and other partners, our Welfare Rights Service launched a free phone number and supported more than 113 benefit claims which has resulted in an average weekly increase of £44 per claim for each eligible pensioner. Our Benefits Service have also continued to manage additional grants on behalf of Welsh Government. Over 18,000 applications for winter fuel payments were processed, resulting in payments totalling £2.7m. The team were also responsible for administering Covid Isolation Payments for which over 18,000 applications have been assessed and payments of over £5.6m were issued. The Cost-of-Living payment of £150 for eligible household started to be paid in April 2022 and the Unpaid Carers payment from May 2022.

**Support the establishment of a Poverty Truth Commission to bring together key decision makers with people who have direct lived experience of poverty to work together to bring about change.**

We have continued to work with partners to facilitate the development of a Swansea Poverty Truth Commission (PTC). The PTC places people with lived experience of poverty at the heart of decision making and policy development. The key principles of the PTC are based on learning from post-apartheid peace building in South Africa and aims to create a safe space for people with lived experience of poverty to tell their stories and build relationships with each other and key decision makers in the local area. Community Commissioners (people with lived experience of poverty) have equal status to Civic and Business Commissioners in terms of determining the focus and priorities for the PTC. Swansea's PTC is hosted by Swansea CVS and supported by two facilitators. Poverty Truth Commissions usually have a life span of between 18 months to 2 years.

Although progress with the development of Swansea's PTC has been hampered by the COVID-19 pandemic, work to develop the PTC has continued virtually on-line and face-to-face when regulations have allowed. All Community Commissioners have been recruited and a launch event is planned for 2022. Although it is too early to evaluate the outcomes from Swansea's PTC, the model used in Swansea has been based on similar models of others PTCS across the UK. Evaluations conducted by other PTCs have demonstrated that they have helped bring about change for individuals, organisations and at a policy level.

**Work with our Health partners to ensure that, through our Early Years Strategy, children in their early years and at Foundation Phase achieve their expected language, emotional, social and cognitive development and are ready for learning and for school.**

We have continued to work with our Health partners to ensure that children in their early years and at Foundation Phase achieve their potential. During 2021/22, work has included the development of a co-ordinated Early Years Support System, improved access to Speech, Language and Communication Support and Early Years workforce with training to support a greater understanding of Physical Literacy for Pre School training, along with Early Help Hubs, ensuring early, timely and effective identification and interventions for children in their early years.

Data from our Flying Start programme shows that the proportion of children performing at their expected age in Personal and Social Development increased from 40% on entry to the programme to 72% on exit from the programme. Similarly, in Language and Communication, the proportion of children performing at their age expected outcome at entry to the programme increased from 22% to 51% on exit from the programme. In Mathematical Development, there was a 29% increase in the proportion of children performing at their expected age on exit from the programme compared to entry into the programme and a 20% increase in the proportion of children reaching the expected milestones in Physical development on exit from the programme, compared to entry into the programme.

Early years is one of four local well-being objectives of Swansea's public Services Board. The long term objective is to ensure that children have the best start in life and develop to their potential. This year we have worked with our partners to build upon our Early Years Integration Transformation – Pathfinder programme and have conducted a service mapping exercise across the domains of Childcare, Play, Family Support, Education and Health and conducted a Vanguard Systems review with a view to improving the integration and effectiveness of services. We have continued to develop our multi-agency Jig-so project (support for families and babies in the first 1001 days), breast feeding initiatives and access to speech, language and communications support. We have also reshaped family support services and developed Early Years Early Help Hubs in five community hubs across Swansea. The Early Years Help hubs aim to provide better preventative support for families by providing a single point of contact and a "seamless journey" for families.

The Flying Start programme, component projects, models and tools have been rigorously tested and evaluated nationally since its inception and has been demonstrated to be an effective programme. Local delivery has also been evaluated and has also been demonstrated to be effective, which is highlighted by annual performance data and outcomes from the programme. Although other early years work has not been subject to the same level of evaluation as Flying Start, many of the new approaches adopted such as Jig-so, have been informed by the development of other proven models and approaches. As a whole, our work for children in their early years and their families, has embedded a culture of self-assessment and improvement as demonstrated by our Vanguard systems reviews and continual review of feedback from service users and quality assurance processes.

### **Ensure that young people are able to access employment, education or training after reaching 16 years of age.**

During 2021, Swansea's NEET Prevention Partnership (SNPP) was established under the auspices of Swansea's Skill Partnership. The purpose of the NEET Partnership is to provide coherence, coordination and clarity to the education, employment and training offer to young people. The partnership has focused on supporting prevention and early intervention. This year, work has centred on the revision of a vulnerability assessment profile and targeted work with schools to support vulnerable learners during their transition from school.

This year we have continued to identify those young people who were most at risk of becoming NEET (not in employment, education or training) and provide them (and their families) through the Cynnydd project with the personal support they require to remain engaged with education, employment and training. The proportion of school leavers who were NEET in 2021/22 was 1.6% representing a small increase from 1.5% in the previous year.

### Case study 5: Kickstart

The Kickstart scheme is a £2 billion UK wide initiative designed to create new 6-month job placements for young people, aged 16-24 who were on Universal Credit and at risk of long-term unemployment. Young people are paid the relevant National Minimum Wage for up to 25 hours a week and are provided with on-the-job training and experience, with a view to securing employment following the end of the placement. From the start of the scheme up until December 2022 the programme has provided more than 60 placements for young people within the Council and more than 250 placements with other employers across the Swansea area.

Following the end of Kick-start funding, the Council made a successful bid to the UK Government Community Renewal Fund. The pilot Pathways to Work project has been designed to provide pre-engagement support, employability support, skills support and opportunities to develop digital skills. The project aims to provide a more flexible approach to employability than pre-cursor programmes and involves 6 delivery partners including the YMCA, Barnardos, Gower College Swansea, Swansea Council for Voluntary Services (SCVS) and Techno-camps. It is anticipated that the project will develop bespoke pathways including digital pathways into employment. The project has been designed to test how provision through partnerships could be shaped, prior to the announcement by the UK Government in the next few months in relation to funding for such provision from the new Shared Prosperity Fund.

**Help to address the impacts of Welfare reform, such as supporting people to claim the full benefits they are entitled to so that they are able to maximise their income and promote access to affordable credit.**

Our Welfare Rights Team has continued to provide advice and support on a range of welfare benefits, providing an advice line, holding joint appointments for complex casework and appeal representation. The amount of welfare benefits secured for Swansea residents in 2021/22 was £1,139, 249m. This represents a 24% decrease compared to the previous year owing to the pandemic and changes to the Benefits System. Although there was a decrease in the amount of welfare benefits secured in 2021/22, research into the multiplier effect suggests that every £1 increase in welfare benefit income, is worth £5 to the local economy. Therefore, the amount of welfare benefits secured for Swansea residents in 2021/22 represented £5,696,245m to the local economy.

During the pandemic, the Welfare Rights Advice Line was expanded to five days per week for 157 days. The Welfare Rights Team also produced 14 benefits updates for staff and partner organisations outlining benefit changes; including special updates relating to specific benefit changes. During 2021/22 the team responded to 817 benefit enquiries. Although there was a reduction in the number of appeals at tribunal owing to the pandemic compared to the previous year, the Team still provided 75 appointments for complex cases and represented 47 people at appeal with a 91% success rate. They also trained 231 support workers including 176 support workers on disability benefits and Personal Independence Payments and supported residents to address over £77k of personal debt.

During 2021/22, the Council's Poverty Reduction Policy Development Committee developed a Promoting Affordable Credit Policy designed to promote awareness of affordable credit options and warn people against the risks of high interest lenders. Work is ongoing in relation to the development of a Corporate Personal Debt Recovery Policy, which aims to encourage people to

engage with the Council at an early stage in relation to debts and ensure that it treats all people with personal debts owing to the Council in a fair and consistent manner.

**Support individuals to overcome their barriers to employment through co-ordinated person-centred employability support.**

We have continued to support individuals to overcome barriers to employment by providing individually tailored employability support. Swansea Working is a single gateway which co-ordinates employability across associated employability support programmes including Communities for Work, Communities for Work Plus, Workways STU, Workways Plus and Cam Nesa. Support provided includes an initial triage and assessment, the development of a personal action plan, intensive mentoring, support to overcome barriers e.g. confidence building, signposting to training and qualifications, volunteering placements, paid work opportunities, support with job searching and access to online employability events and workshops

Since 2017, 2,504 people have been supported by Communities for Work / Plus, 994 people have been supported into work through Communities for Work / Plus, 1,186 people have been supported by Workways, 433 people have been supported into work over 16hrs through Workways and since April 2018, 6,842 people have been supported through Swansea Working. During 2021/22, the number of people participating in Employability Support increased to 481, compared to 453 in the previous year.

Swansea Working and Communities For Work have also worked in partnership to deliver bespoke initiatives with and for local employers, care leavers and prison leavers resulting in sustainable employment. They have also provided employability clients with welfare rights and financial inclusion advice and support in preparation for employment.

**Case study 6: two new work schemes**

Cabinet have approved two new work schemes targeted at graduates and unemployed people. The two schemes worth a combined £1.1m will provide training and work placements at Swansea Council for graduates and unemployed people. The schemes will be funded by the Council's Economic Recovery Fund of £25m, which aims to help the city's residents, businesses and communities, recover from the economic impact of the pandemic. Initially running for the next two years, the £500,000 graduate place training project will fund recruitment into a variety of training schemes, leading to professional qualifications and potential full-time employment in areas like strategic planning, regeneration and heritage, waste strategy, public health, highways and transportation, culture and tourism, and asset management. A £600,000 scheme running until 2024 is also planned to create a rolling programme of six-month employment placements for the unemployed and economically inactive people of all ages. Fifty placements are planned, enabling those who take part not just to earn an income but also to benefit from new skills and new work experience.

**Provide art, culture and heritage opportunities in order to boost skills, confidence, self-esteem and aspiration.**

We have continued to support and provide a broad range of opportunities in art, culture and heritage opportunities in order to boost skills, confidence and self-esteem. Our offer has been sustained through strong partnerships and a mixed economy of varying operating models, whereby Council funded facilities have been complemented by an array of privately owned and operated

facilities, alongside community-run and self-managed assets. The COVID-19 pandemic had a significant impact on our offer; in March 2020 all the cultural venues, leisure buildings and free to access recreational and play areas as well as community buildings were closed and many staff were re-deployed into front line crisis roles. Although our offer was re-focused during the pandemic and was provided on-line and in person when safe to do so, the pandemic has had a significant impact on the sector. Our new cultural strategy aims to reduce the widening inequalities between different groups exacerbated by the pandemic.

In addition to our universal offer, we have delivered a number of targeted services. Our Passport to Leisure (PTL) scheme is available to those who qualify for means-tested benefits along with families in the care system, such as foster families, allowing for concessionary rates at a range of cultural and sporting venues. During 2021/22 there were 1,255 active PTL cards. The HYNT card is a Wales-wide scheme which allow disabled persons the opportunity to take a carer with them, free of charge, when attending events. Although the scheme is administered by CREU Cymru, the financial cost of using the card in our venues and facilities, is funded by the Council. A total of 2,451 HYNT cards have been issued in Swansea and since 2017; over 10,000 HYNT tickets have been utilised at the Grand Theatre and Brangwyn Hall at a cost of over £250,000.

During 2021/22 we have continued to deliver Fusion - a Welsh Government supported programme - designed to tackle poverty through better understanding of our deprived communities by tackling barriers to engagement in order to support people to improve their own wellbeing whilst gaining skills for life and employment. The programme in Swansea is coordinated through a networking partnership called the Swansea Creative Learning Partnership and is regularly cited as an example of best practice. Activities have included support to access volunteering, work experience, improving of digital skills, support for children in the early years, family learning and approaches to learning and wellbeing. A snap-shot of participation prior to the onset of pandemic (March 2020) showed that over 25,000 people had participated in the programme including unemployed people, refugee and asylum seekers and a range of other people with protected characteristics.

We have continued to implement our Diversity pledge, which includes all people with protected characteristics, as well as Welsh speakers and those living in poverty. We have built upon the Council's motion to express solidarity with Black and Minority Ethnic communities in Swansea, by reviewing Swansea's street names, places and statues and committed to recognising the contribution made to civic life by a greater diversity of Swansea's past residents.

#### Case Study 7: a Blue Plaque for Jessie Donaldson an Anti-slavery campaigner

Jessie Donaldson an Anti-slavery campaigner who bravely fought slavery in America around 170 years ago has been honoured by her home city of Swansea. After moving from Swansea to America, she provided sanctuary for slaves escaping from the southern US states to reach freedom in the north. Jessie emigrated to Cincinnati in her 50s and helped fleeing slaves during the American Civil War. She ran a safe house for fleeing slaves which was part of the famous Underground Railroad escape network. In subsequent years choirs and bands of freed slaves visited Swansea to perform abolitionist campaign songs, spirituals and gospel music.

A blue plaque has been installed by Swansea Council outside the University of Wales Trinity Saint David's (UWTSD) Dynevor building in the city centre to celebrate the actions of the campaigner.

We have also continued to support the development of a Digital and Cultural Hub at Swansea's Grand Theatre, which includes 24 ethnic minority organisations and aims to ensure a fair and equal cultural programming for our communities. In 2021 Swansea Council became a partner in The World

Reimagined, a UK-wide art education project working to transform our understanding of the Transatlantic Slave Trade and its impact on all of us to help us make racial justice a reality. The project aims to support communities explore a range of themes and cultural influences to unite participants and audiences to positively understand our cultural influences, and celebrate the present and future opportunities for us all.

Other examples of targeted work include work undertaken by the Dylan Thomas Centre in partnership with West Glamorgan People First, to co-produce projects and interpretation and develop sensory bags. The Dylan Thomas Centre has also worked with the National Autistic Trust to deliver new accredited Museums qualification for autistic people. The Council regularly works with Ysgol Pen-y-Bryn on projects, including World Book Day, development of materials for the New Curriculum for Wales, and film and animation projects.

From its re-opening in May 2021, the Glynn Vivian Art Gallery (GVAG) has displayed a diverse range of exhibitions and programmes from Highlights including an exhibition programmed in partnership with Swansea Pride and participants from Swansea City of Sanctuary to celebrate Swansea 10th anniversary as a City of Sanctuary. In 2021, the GVAG became the first Gallery in the UK to be awarded Art Gallery of Sanctuary for our work with Refugees and people seeking asylum. During 2021/22, the GVAG continued its work with targeted groups for visually impaired people, children and young people not in formal education and older isolated adults in addition to the re-starting of weekend workshops. Swansea Museum and our libraries have also facilitated activities such as videos production working with young carers and young people with disabilities as part of our Winter of Well-being event and provided venues for groups to meet again.

Our Sport and Health service have continued to work with partners to deliver sport and physical activity projects across the City and County of Swansea and support the development of positive social interaction and community cohesion through formal and informal adult participation in sport. Working with partners such as Sport Wales, Disability Sport Wales, Public Health Wales and Street Games we have continued to target groups with low levels of participation such as young women, Disabled people and people from Black and Minority Ethnic groups. We have also continued to work in partnership to develop capacity within local communities and develop infrastructure, support volunteering and share resources. During the summer of 2021, our school holiday programmes was expanded to cover activities for 16-25 year olds and older adults as well as the provision of whole family participation activities, which was piloted pre-Covid via programmes such as Us Girls, Parklives and Streetgames. During 2021 our summer school holiday programme welcomed over 1400 users, to over 150 sessions across 21 different venues, including leisure centres, parks, beaches, rivers and canals.

#### Case study 8: new children's play areas

During 2021 we have invested around £5m in a new generation of children's play areas in over 30 different communities and popular areas across the City and County of Swansea. The investment has been made by Swansea Council with support for funding from Ward Members, funding from community groups and other organisations, section 106 agreements with developers and the Welsh Government through Play Sufficiency grants. The scheme included the installation of new facilities and the upgrading and refurbishment of existing facilities. The features of each play area vary and have been designed in consultation with local children and their families. Example of new equipment include ziplines, mini trampolines, climbing frames, multi-play units for younger and older children, a range of swings, roundabouts, springers and play panels. Dedicated equipment for disabled children has also been introduced.

The quality of our cultural, arts, heritage, leisure and sports offer is generally good and demonstrated by our achievement of various accreditation, quality marks and national awards. For example, we are one of the leading Councils in Wales in achieving 18 Green Flag awards for our parks and 4 Blue Flag awards for our beaches. Our two Archives and all of our Museums and Art Galleries have achieved the UK Accreditation Standard. In 2020, the Dylan Thomas Exhibition's Literature and Trauma initiative won a prize in the Museums Association's Museums Change Lives award and Swansea Museum was included in a report by the Future Generations Commissioner for Wales as one of the museums in Wales excelling at collecting stories from their communities. Our Us Girls project designed to increase and sustain young women's participation in sport and physical activity in most disadvantaged communities also won the Engaging Women and Girls Award at the National StreetGames Awards in 2020. The effectiveness of our offer is also demonstrated by good levels of attendance, participation and visits.

**Invest to improve housing and build more energy efficient Council homes and support the building of affordable housing to help meet housing need, reduce fuel bills, regenerate estates and bring wider economic and employment benefits.**

Demand for social housing remains high and there is insufficient supply to fulfil the needs of all households on the waiting list. A snap-shot of the Council's waiting list in September 2021, showed that there were 4,639 households on the waiting list (26% were households who were homeless or threatened with homelessness, 43% had other, less severe forms of housing need and 31% were council tenants who have applied for a transfer to another property/area). The private rented sector is increasingly unaffordable for people on low incomes and the Local Housing Allowance often does not meet the cost of private renting for many households.

The Council, in conjunction with its Registered Social Landlord (RSL) partners has set an ambitious target to develop 5,000 units of new affordable housing in Swansea over a 10-year period (1,000 to be delivered by the Council through direct building programme, 4,000 to be delivered by Housing Associations). We have continued with our Council Housing Development Programme and building new Council homes, with a commitment to building energy efficient, zero carbon homes and to Lifetime Homes Standards to ensure they are suitable for the long terms needs of tenants.

During 2021/22, a total of 60 additional affordable housing units were delivered by the Local Authority (an increase from 44 in the previous year) and 129 additional affordable housing units were delivered by Registered Social Landlords (RSLs) (a decrease from 203 in the previous year). The COVID-19 pandemic has impacted upon the development of new affordable homes and the pace of delivery has been slowed by challenges in the construction supply chain and a shortage of materials and labour.

The Welsh Housing Quality Standard - which is the statutory standard for all social housing in Wales - currently requires all social housing to achieve a Standard Assessment profile (SAP) rating of 65 or above. Due to investment to improve the thermal efficiency and insulation of council properties, 100% of properties reached the average SAP rating of 69 (band C). There is a lack of robust information about house conditions in the private rented / owner occupied sector. However an estimate from data drawn from Energy Performance Certificate (EPC) between 2008-2021 suggests that there is a relatively low proportion of homes in the private rented/owner occupied sector with a SAP rating of (band C) or above (estimated at only 40% of private rented/owner occupied properties reaching this rating).

**Prevent homelessness and support people to maintain their tenancies to help provide stability and security for families and communities by implementing the Council's Homelessness Strategy 2018-22.**

As a result of the Covid-19 pandemic there has been a reduction in the number of people sleeping rough in Swansea to lowest levels ever recorded, as a result of Welsh Government instructions to ensure all people who required it were provided with temporary accommodation during the pandemic. There was good partnership working between our Homelessness service, support Services, and accommodation providers which was demonstrated by the effective homelessness and housing support response to the pandemic, such as the development of Ty Tom Jones.

Around 2,500 homelessness applications are made in the City and County of Swansea each year. Where homelessness cannot be prevented, temporary accommodation is provided. The Council has its own temporary accommodation suitable for families and bed & breakfast (B&B) accommodation is only used as a last resort when there are no other options available. In the last five years, the annual number of families in temporary accommodation in Swansea has fluctuated between 22 and 41. Whilst the number of families in temporary accommodation fell during 2020/21, the number has increased in the first two quarters of 2021/22.

We have continued to implement our Homelessness Strategy 2018-22 and have adopted a new approach to combine strategic planning for homelessness with the Housing Support Grant Programme and to produce a new strategy for 2022-2026. We have received increased funding provided by Welsh Government to sustain additional homelessness services and new approaches to service delivery developed during the pandemic, through an uplift in Housing Support Grant allocated to Swansea of £4m. We are undertaking a large-scale systems thinking review of all Temporary Supported Accommodation Projects, which will identify how the sector and homelessness services in Swansea will transition to a Rapid Rehousing approach over the next 5 years, i.e. minimising time spent in temporary accommodation before moving on to permanent accommodation.

**Explore creating our own energy venture to provide low-cost energy to homes helping to tackle high domestic fuel bills and fuel poverty. Support tackling climate change and help eradicate fuel poverty and boost economic development through the ARBED scheme and energy efficiency measures in social housing.**

Although we have fully explored establishing an energy company to manage the new energy generating facilities, volatility within energy market coupled with price caps has made the option financially unviable. Other previous public sector energy companies have now ceased trading and been sold to private companies and the option is unviable for the foreseeable future. However we have progressed the concept and continued to explore this work through a revised proposal to develop a Tidal Bay Lagoon in the area. Pre-planning discussions have commenced on the Blue Eden project. Unlike the previous Tidal Lagoon concept, the project will not require public subsidy and will now include new additional features such as Housing, a Battery factory, an Oceanic and Climate Change Research centre, a Data centre and a Solar farm. The Blue Eden project is being led by Bridgend-based DST Innovations and their business partners from the private sector. It is anticipated that project will be delivered in three phases over 12 years and will create more than 2,500 permanent jobs and support a further 16,000 jobs across Wales and the UK, whilst creating additional jobs during its construction.

During 2021/22, we are continuing to address fuel poverty through the distribution of our fuel vouchers with partners, the construction of new energy efficient Council homes, retrofitting our

existing properties and ensuring all Council homes meet the band C energy efficiency rating. We have also continued to support community-owned renewable energy schemes to deliver clean energy and benefit local schools and community buildings and have adopted of a Climate Change Charter as part of a series of measures working towards becoming carbon neutral.

### **Continue to implement the Community Cohesion Delivery Plan to promote cohesive and inclusive communities in Swansea.**

During 2021/22, our Community Cohesion team has focused on the social effects of Brexit, as well as the broader community cohesion agenda. A key element of work has included engaging with individuals and communities to ensure maximum uptake of the European Union Settlement Scheme (EUSS). More than 9,000 EU citizens in Swansea have been supported to apply to the EU settlement scheme. Alongside community and stakeholder engagement, work has continued on tension monitoring within local communities, which have been reported via the weekly tension monitoring system. Regular engagement has been held with key stakeholders to share intelligence and concerns from, for example, students, BAME residents and refugees, and local Faith group leaders. Working with our partners, we are continued to monitor and respond to incidents of hate crime through the Hate Crime Stakeholder Group and the Safer Swansea Partnership.

During 2021/22 we have delivered a number of training programmes to staff and key stakeholders to understand the early signs of far-right influence and reporting mechanisms. Around a 100 members of staff completed the Hate Crime e-learning course and 44 people attended Victim Support virtual training arranged by Council in this period. We have continued to engage with relevant networks to address tensions / hot spots and raised awareness of Hate Crime by supporting the delivery of Hate Crime Awareness Week and a Hate Crime awareness programme in our schools in Swansea. Working with partners, we have also supported innovative campaigns to challenge myths and misconceptions, promote positive messages, celebrate diversity, and promote a sense of belonging including Eid in the Park, School Swap project, Interfaith week, Holocaust Memorial Day, Diwali, LGBT+ month, Windrush, Refugee week and Black History month. We have raised awareness and supported the reporting of anti-slavery / human trafficking in Swansea by establishing an Anti-Slavery MARAC to support the victims of human trafficking. We have continued to support our more vulnerable communities through our "Tell Me More" campaign which is designed to provide accurate and up to date information about the COVID-19 pandemic.

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

Although good progress has made in relation to tackling poverty, there are a number of potential areas for improvement. Firstly:

- the Council's Scrutiny Programme Committee in November 2021 recommended that the Council should clarify its aims and objectives in relation to tackling poverty and improve the ways in which it monitored and measured the outcomes of work.

Clarifying the Council's role and functions in relation to tackling poverty and the delivery of effective services to those people who need them most, perhaps takes on greater significance within the current economic situation and the cost of living crisis and the likelihood of increased future demand for support. Although the causes of poverty and the impact of poverty is multi-faceted, more work is needed to *demonstrate* the difference made in terms of outcomes and that services are reaching those most in need.

- Secondly, many of the Council’s activities to tackle poverty are reliant on grant funding, predominately from the Welsh Government. If grants cease, then the Council will not be able to deliver the same range of services effectively. A number initiatives are still funded by EU funds including the Communities for Work Employability programme of over £732,000 per annum which is due to come to an end in 2023. In addition to an over reliance on grant funding, greater flexibility is also required in relation to using funding in a way which best meets local needs in a sustainable way.

Other areas for improvement include the need to:

- complete the revision of the Council’s Tackling Poverty Strategy, complete and implement the Review of Employability and the Review of Financial Inclusion and to develop and implement the Corporate Volunteering Policy. Other areas identified for improvement by the Tackling Poverty Service include reviewing food poverty and community cooking and growing activities, reviewing employment support and access to Lifelong learning, developing evidence based outcome models for projects and developing a quality / satisfaction framework for services.

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

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

| <i>Well-being Objectives</i> | <i>Getting started</i> | <i>Making simple changes</i> | <i>Being more adventurous</i> | <i>Owning our ambition</i> | <i>Leading the way</i> |
|------------------------------|------------------------|------------------------------|-------------------------------|----------------------------|------------------------|
| <i>Tackling Poverty</i>      |                        |                              |                               | x                          |                        |

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

We came to this conclusion because:

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

Overall, the evidence demonstrates that the Council has made good progress in terms of taking actions to tackle poverty. There are a number of long established and well attended forums and groups working across the Council and in the local area with external partners from the statutory and Third sectors. The Council and its partners have also worked in partnership to harness and support community action. Overall, the Council has made good progress in terms of ensuring that poverty is seen as “everybody’s business”.

The evidence also shows that a large number of children in their early years and their families have benefitted from early intervention and co-ordinated support to reach age appropriate outcomes and milestones. The Council’s approach to employability has also provided a single coherent gateway to provide an individually tailored person centred approach to training, readiness for employment and

securing stable employment. Many residents have also benefitted from support to ensure that they realise their maximum benefit entitlement. The Council and its partners have worked in quick and innovative ways to secure grants and administer funds to support groups and people in crisis from the immediate impact of poverty such as food poverty and longer term consequences.

Wider support such as Social Housing (including energy efficiency measures) and our cultural and leisure offer and innovative use of grants and working with the Third Sector has also been good. *Contributing to the achievement of all the national well-being goals.*

The Council is working to maximise its contribution to the national well-being goals when meeting its well-being objective to tackle poverty:

- *A Prosperous Wales* – maximizing benefit take up and entitlement and providing a single gateway to employment support.
- *A Resilient Wales* – building more energy efficient Council homes and affordable housing to meet housing need, reduce fuel bills, regenerate estates and bring wide environmental, economic and employment benefits.
- *A Healthier Wales* – providing free or low cost art, cultural and heritage events at targeted communities through a wide range of talks, workshops and activities aiming to address health and wellbeing.
- *A more Equal Wales* – creating employment and training opportunities for the long-term unemployed and economically inactive through community benefit clauses in Council contracts.
- *A Wales of Cohesive Communities* – implementing the Community Cohesion Delivery Plan to promote cohesive and inclusive communities in Swansea.
- *A Wales of vibrant culture and thriving Welsh language* – helping Swansea's poorest communities tackle poverty by accessing arts, culture and heritage in order to boost skills, confidence, self-esteem and aspiration.
- *A globally responsible Wales* – measures contributing to tackling climate change including energy efficiency measures in housing and building more energy efficient Council housing.

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

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

- *Addressing long-term challenges.* Our work with children in their early years and their parents and carers, is based on approach which aims to improve the long term outcomes for children and young people and to ensure they fulfil their potential in the future. We have also been working to address the long-term challenges of reducing Swansea's carbon footprint by ensuring that new Council Homes are constructed to the Swansea Standard and we have been retrofitting existing home with energy efficient measures. We have also been working to help people secure employment and a decent standard of living in the long term by helping people overcome barriers to employment and getting people back into work.
- *Preventing problems from occurring or getting worse.* We are continuing to prevent homeless at an early stage by encouraging residents to engage with our Tenancy support team at an early stage and by using a psychologically informed approach to deal with rent arrears and making innovative use of the Prevention fund to support tenants in the privately rented sector. We are also working to help prevent high fuel bills and the 'poverty premium' by building energy efficient Council homes and retrofitting existing homes.

- *Integration / joining things up and avoiding duplication.* Our single gateway approach to employability support integrates a number of different funding streams and programmes, providing single and clear pathways to training, employment and other forms of support. Our work with children in their early years and their parents and careers is designed to provide an integrated and holistic package of support to address a range of educational, health, social and developmental needs.
- *Involving people.* Our Poverty Truth Commission places people with lived experience of poverty at the heart of policy development and the re-configuration of services. They are equal to the Civic Commissioners in terms of determining the areas of focus and priorities. We are also working co-productively to review and develop our Tackling Poverty strategy.
- *Working in partnership* and collaborating with other organisations. Working in partnerships is at the very centre of our approach to tackle poverty recognising that reducing poverty is “everybody’s business. We are working across all departments within the Council and a range of external partners to mitigate the causes and impact of poverty.

## Maintaining and enhancing Swansea's natural resources and biodiversity

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

- We shall seek across the range of the Council's responsibilities, as appropriate, to maintain and enhance biodiversity, reduce our carbon footprint, and improve our knowledge and understanding of our natural environment, thus benefiting our health and well-being.
- Swansea is one of the most ecologically rich and diverse counties in the UK. Its unique variety of habitats and species and wonderful range of parks, greenspaces, nature reserves, beaches and landscapes need to be maintained, enhanced and sustainably managed for the benefit of everyone now and into the future.
- Our future survival and quality of life is dependent on a healthy resilient natural environment and the multiple benefits it provides to society.
- Our natural environment and biodiversity is under threat and in decline due to unsustainable human activities. Habitats and species are being lost at an alarming and unsustainable rate.
- We urgently need to tackle climate change by reducing our use of carbon and by maintaining and enhancing resilient ecosystems and a strong green infrastructure network to help us mitigate for and adapt to the pressures of climate change.
- A Climate Emergency has been declared by Swansea Council formally recognising the need for action and reporting on progress via this well-being objective.
- We have a legal duty under the Environment (Wales) Act 2016 and under the Well Being of future Generations Act 2015 (Resilient Wales goal) to protect and enhance biodiversity and maintain resilient ecosystems, and to report our progress to Welsh Government.
- Evidence shows that contact with nature has significant benefits for people's physical and mental health; this has been borne out by anecdotal evidence emerging from the Covid-19 pandemic
- Our future prosperity and well-being is dependent on a healthy resilient natural environment.
- We need to work with nature to improve the quality of our air, water and soils.
- We want everyone to understand and appreciate the unique value and fragility of Swansea's outstanding natural environment and to play their part in looking after and enhancing it.
- Our ambition is for everyone in Swansea to have access to and to benefit from an ecologically diverse, attractive, well managed and resilient natural environment.
- We want to halt and reverse the loss of biodiversity so that its contribution to Swansea's economic and social well-being is not lost or reduced.
- We aim to create a greener more sustainable, ecologically diverse and resilient county, where its unique natural environment is recognised as one of its most valued and distinctive assets.
- We have a moral responsibility to look after biodiversity for its own intrinsic value.

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

#### **Develop, adopt and implement a Corporate Biodiversity (Section 6) Action Plan.**

This Plan will be reviewed in line with Welsh Government's 3-year reporting cycle during 2022. At the heart of this progress was embedding the natural environment and biodiversity into the Public Service Boards (PSB's) Swansea Well-Being Plan and the Council's Corporate Plan. In addition, the Natural Environment Scrutiny Inquiry, and its recommendations, has had a significant impact in terms of raising awareness of the Duty and highlighting areas for improvement.

Through the Swansea Well-Being Plan's 'Working With Nature' objective, delivery by key stakeholders and partnership working, much work is already being done: the Council has included a priority for nature recovery in its Corporate Plan and has established a Climate Change and Nature Recovery Programme Board to ensure that both issues are fully considered across all Service areas. Swansea's Local Nature Partnership (LNP) is active and well-placed with over 97 members from local wildlife and other organisations wishing to contribute to nature recovery, and together are preparing a local Nature Recovery Action Plan.

As Outlined in the Cabinet Action Plan: Scrutiny Inquiry into the Natural Environment, it is proposed that progress on meeting the corporate biodiversity objective actions could be monitored and reported on a quarterly basis by means of the establishment of a Corporate Biodiversity Working Group (now formulated as the Corporate Delivery Committee). This Group would more effectively support and encourage all Service Areas to take ownership of Section 6 duties. The Group would comprise representatives from all relevant service areas and be chaired at a senior level. Under the new business planning and reporting regime, all Service Areas will be required to report on progress made and planned future actions to meet the new Corporate priority for the Natural Environment and biodiversity.

### **Biodiversity and Development Supplementary Planning Guidance (SPG)**

This guidance which was adopted by the Council in 2021, provides clarity on the interpretation of Local Development Plan policies in order to ensure development within Swansea maintains and enhances the County's biodiversity and delivers long term ecosystem resilience. This aligns with the Council's duties under Section 6 of the Environment (Wales) Act 2016 and the Resilient Wales Goal of the Well Being of Future Generations Act 2015, and is consistent with National Development Plan (Future Wales) Policy.

It guides those submitting planning applications on how to consider biodiversity at each stage of the development management process. It provides the framework to demonstrate that proposals have responded to a robust ecological understanding of a site, and that appropriate ecological mitigation, compensation, enhancement and aftercare will be provided. The SPG recognises that applicants should provide measures in relation to biodiversity and ecosystem resilience that are proportionate to the scale of the development proposed.

The Council's Nature Conservation Team are a consultee in the planning application process and will provide advice to the Development Management Team in relation to biodiversity matters.

### **Work with partners to develop and deliver a Green Infrastructure Strategy for Swansea.**

Working in collaboration, Swansea Council's Strategic Planning and Natural Environment Section and Natural Resources Wales employed Green Infrastructure Consultancy (a world leading expert in the GI industry) to develop a green infrastructure Strategy, *Swansea Central Area: Regenerating Our City for Wellbeing and Wildlife*. It has since been used to help deliver public realm enhancement schemes within the central area such as green roofs and walls on buildings and other structures.

This strategy sets out a vision for the central area of Swansea to be much greener and more biodiverse, creating green spaces and using a combination of street-level features such as street trees and rain gardens as well as vegetation on buildings, including green roofs and green walls. The intention is to double the amount of green infrastructure (with the exception of open water) within 10 years. Success will be measured via a number of performance indicators, which will work towards targets to double (from 13% to 26%) GI by 2030 and to increase tree canopy cover to 20-25% by

2044. The Strategy includes a Green Space Factor tool which is a simple user tool designed to guide improvements to the quality and functionality of green spaces. The strategy was adopted in February 2021. An Action Plan is in development to support the delivery of the strategy and address the key themes which came out of the engagement work: 1) governance and leadership, 2) skills and knowledge development, and 3) maintenance.

Swansea Council and Natural Resources Wales have also started engaging on the development of a county wide strategy. This document will follow a similar developmental path as the Swansea Central Area strategy focusing on taking a strategic approach to multifunctional GI across the county. Supported by national legislation, local policy and guidance (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.

Some local examples of urban green infrastructure projects influenced by the Strategy include:

Swansea Environment Centre - An extensive green roof was installed in at the Environment Centre in March 2021 by The Urban Greening Company, funded by a Welsh Government Local Places for Nature grant. The green roof was planted and sown with 48 locally grown native wildflowers by Celtic Wildflowers and Environment Centre staff.

Coastal Offices High Street - A semi-intensive green roof was installed by The Urban Greening Company on the Coastal Office building High Street in March 2021, funded by the Welsh Government's Transforming Towns Green Infrastructure Grant. Designed to bring coastal habitat into the city the green roof is a really good example of creating a city centre space for people and nature.

Coastal Housing, Potter's Wheel: Designed and installed by Scotscape, using Welsh Government's Transforming Towns Green Infrastructure Grant. The green wall was part of the refurbishment of 85-86 the Kingsway. The planting and breathable soil pouches filter particulates and vegetation provides food and shelter for birds and insets along with amenity value.

Coastal Park: Copr Bay's 1.1 acre coastal park is an intensive green roof, currently Wales largest living roof, including a green façade living wall running along the Oystermouth Road side of the new car park. The living wall provides year-round colour and amenity value, offers shelter and food for birds and insects, absorbs pollution and surface water run off providing summer cooling.

#### **Develop and adopt a Council tree policy.**

A suite of tree policies/protocols have been adopted during 2021/22 including: Trees, Woodlands and Hedgerows Supplementary Planning Guidance, the Swansea Tree Replacement Standard, Tree Planting Guidance and a Management Strategy for trees on Council owned land.

The aims of the Swansea Council Tree Management Strategy 2021 in relation to Council owned land are to:

- Ensure risks from and to trees are adequately managed.
- Ensure the Council meets its biodiversity duties in respect of trees.
- Conserve trees of value.
- Maintain and expand tree canopy cover.

As at 2021, around 43,000 individual trees in Council ownership had been surveyed with more than 1439 woodlands and tree groupings plotted and surveyed containing an estimated 100k additional trees. However, significant areas of Council land ownership still remain to be surveyed.

**Begin to map existing Green Infrastructure assets and ecosystem service provision, and identify areas, which provide the best opportunities for habitat enhancement/connectivity and improved recreational access with associated health and wellbeing benefits.**

South East Wales Biodiversity Records Centre (SEWBReC) was commissioned in September 2021 by Swansea Council (specifically the Nature Conservation Team and Gower Area of Outstanding Natural Beauty) to undertake a project to produce a map of ecosystem resilience for the Swansea Council area.

A key potential use of the mapped outputs is to identify locations where work could be undertaken to increase ecological resilience, through targeted works to restore or create habitats in locations which currently exhibit lower ecological resilience. Such work could form a very important component of building a "Nature Recovery Network" in the Swansea area and could be supported and directed through the Local Nature Recovery Action Plan.

**Undertake a preliminary biodiversity audit of Council owned land and where possible manage our corporate assets for the benefit of biodiversity and natural resources.**

A pilot project for improved management of corporate assets for the benefit of biodiversity and natural resources has considered all More Homes Council housing sites and advised on ecological surveys to be undertaken. Swift bricks (bricks that provide a mechanism for building nesting accommodation for swifts into brickwork) have been installed and will continue to be installed on all new More Homes properties.

Following on from the first passivhaus pilot at Colliers way, the second phase of the More Homes project has been completed at Parc Y Helyg, and Colliers Way Phase 2. As part of this phase, 34 new homes are designed as 'Homes as Power Stations' using funds from a £1.5m Innovative Housing Programme grant from the Welsh Government. The homes have innovative features such as solar panels and battery-powered energy, as well as the inclusion of swift bricks to support biodiversity.

Two grant funded Community Greenspace and Nature officers have been appointed to begin the process of mapping existing biodiversity and green infrastructure assets within each ward and identifying opportunities for enhancement works with associated health and wellbeing benefits.

**Work with partners to develop and implement opportunities to enhance biodiversity and improve ecological connectivity.**

To support working with partners to develop and implement opportunities to enhance biodiversity, four permanent and three temporary grant funded posts have been created within the Council's Nature Conservation Team during 2021/22, including a Local Nature Partnership Officer, a Biodiversity (Section 6) Officer, a Woodland Officer, a Planning Ecologist, two Communities and Nature Project Officers and a Volunteer Co-ordinator. In addition over £1million of grant funding was secured by the Nature Conservation Team for delivering biodiversity and Green Infrastructure projects in 2021/22, with further bids worth £1.5 million submitted for 2022/23. Work has commenced on the preparation of a Local Nature Recovery Action Plan and a Section 6 Plan

As outlined in the Biodiversity and Development Supplementary Planning Guidance, the Local Development Plan (LDP) has been informed by an assessment of ecological connectivity across the whole of the County. As well as mapping the existing ecological connectivity network in Swansea, this assessment also identifies locations where ecological connectivity has the potential to be enhanced.

#### Case Study 1: Plantasia

The Council has used funding from the Welsh Government's Local Places for Nature Fund to boost the biodiversity in this long thin wetland in Parc Tawe. Over 30 species of wildflowers were planted in the moat with the help of children from Leonard Cheshire and Admiral volunteers. These plants were provided by, and the day was overseen by, expert local business Celtic Wildflowers. The new improved moat will provide an important wildlife stepping stone for pollinators and other species, helping Swansea to become a more resilient city for people and nature.

#### **Work towards creating a low carbon economy, which promotes renewable energy and takes actions to reduce our carbon footprint.**

In taking action to reduce our carbon footprint, streams of work have been divided into a 2030 target of Net Zero emissions for Swansea Council and 2050 for Swansea as a whole. A Climate Charter and Pledge Wall have been developed to encourage Swansea groups, public bodies, businesses, schools and individuals to make a commitment to get to Net Zero by 2050.

Training and awareness campaigns have commenced with internal staff and work is underway to develop an awareness programme for the business sector. An Energy Awareness Hub has been piloted in the town centre, run by the Environment Centre, supporting citizens with help and guidance on energy provision, the paying of bills, renewables, etc.

We are continuing to implement agile working so that our workforce can reduce unnecessary travel and plans are underway to vacate the Civic Centre and establish a Central Public Sector hub; this process was accelerated with lockdown.

Swansea Council is seeking to receive accreditation for the work it's doing to reduce its overall ecological footprint. As well as decarbonisation, this covers buildings, travel, land use and waste as well as biodiversity and the impact on natural resources. The *One Planet Standard* recognises organisations who seek to respect Planet Earth's natural boundaries and capacities by adjusting the impacts of their activities to a level commensurate with what the planet can provide. At the same time, it can help to combat climate change and re-introduce more biodiversity and nature into our environment.

#### Case Study 2: Council unveils its Charter on Climate Action and Nature Recovery

Members from across Swansea Council's political spectrum have become the first signatories of the council's Charter on Climate Action. Other people and organisations around the city will also soon have the chance to sign the charter online. It is a visible public reminder that the Council aims to become net zero carbon by 2030 - and aims to make the city net zero by 2050. Political leaders were the first people to sign the charter in a socially distanced ceremony at the Guildhall. The Leader of the Council Cllr Rob Stewart said: "The charter demonstrates this council's commitment to do all we can to help fix the problems of climate change that recent generations have created."

"As a Council we've been very successful in cutting our carbon footprint year after year with almost 24,000 tonnes saved per year compared to 2009 emissions - a reduction of over 55%."

"We've been on an ambitious path of carbon reduction since 2012, and are now leading Wales in so many areas of climate change, carbon reduction, sustainability and biodiversity, but we intend to do much more."

### **Delivery of the Energy Strategy to reduce costs, provide cheaper energy and reduce our carbon footprint.**

An Energy Strategy and Carbon Management Plan were approved in December 2021 and an Action Plan is in place to support delivery to reduce costs, provide cheaper energy and reduce the Council's carbon footprint.

Swansea Council's Energy and Carbon Management Strategy is based on an Energy Hierarchy, indicating that reducing energy demand and increasing energy efficiency are the best starting points (Fabric First approach). Energy efficiency actions reduce energy demand and enable us to use energy wisely. Maximising energy savings and energy efficiency will be essential to the feasibility of increasing reliance on low carbon sources of energy.

Swansea Council procures its energy using Crown Commercial Services Framework Agreements, via the National Procurement Service (NPS), for the vast majority of supplies. All electricity procured via the NPS framework is from 100% renewable energy sources; 41% sourced from Wales (Apr 20 – Mar 21); Gas – Total Gas and Power (TGP) procured as new gas supplier (Apr 21 – Mar 22); Green Gas tariffs - dependant on viability and cost impact; pricing option available with TGP later in the year.

#### **Case Study 3: Plans to establish a council-operated solar farm at Tir John**

The Tir John scheme would see the council selling green electricity generated to the national grid and help reduce the council's carbon footprint by 3% a year until at least the year 2050. The 17-acre scheme would generate 3MW a year and make use of former landfill areas at the site. As a landfill site, the ground conditions are not developable. However, the 'capped areas' areas no longer being used for landfill could accommodate the solar farm. Andrea Lewis, Cabinet Member for Homes and Energy in 2021/22, said the project would be another example of the council's commitment to playing its part in supporting the provision of clean energy to local communities. She said: "Councils around Wales are accessing Welsh Government funds to develop green energy projects that pay their own way and help cut carbon footprints." "This Solar Farm could play an integral part in our ability to achieve our goal of becoming a Carbon Neutral Council." "Over the lifetime of the project it should generate 101,302,731kw of energy. The Welsh Government has set out an ambition that 70% of energy consumed in this country should be from renewable resources by 2030. This project will help towards that ambition."

Regional collaboration has been established to support reductions across the West Wales region. The Council have continued to support community owned renewable energy schemes to deliver clean energy and benefit local schools and communities having successfully installed 900 kW of roof top Solar Photovoltaic systems across a number of schools.

### Case Study 5: Swansea Schools take Climate Action

Egni has also established an ambitious education programme in partnership with EnergySparks and the STEM Ambassadors programme. The EnergySparks portal draws on actual electricity and gas consumption data, as well as solar generation, and enables pupils and staff to make energy improvements, which they can then look to measure in the data.

Rosie Gillam, Egni's co-director said "It shows what can be achieved through co-operative action. We now have 88 sites across Wales and they save about £108k/year on their electricity costs – and prevent the emission of over 1,000 tonnes of CO<sub>2</sub>. Swansea pupils and staff have been so supportive and enthusiastic in helping to make these projects happen during a difficult time."

### Act in response to the Climate Emergency.

Following on from the Council declaring a Climate Emergency in June 2019, a Nature Emergency was declared in 2021 and an Energy Crisis in February 2022. A Climate Change and Nature Recovery Strategy was approved in November 2021 and an Action Plan is currently being developed.

The council's Climate Survey, aimed at all residents of all ages and organisations of all types, represented the start a conversation as the council aims to create a strategic city-wide approach to achieving a net zero carbon Swansea. Results from the survey were published in November 2021, and included the following aspects:

- Covid Gaps – more targeted engagement with children, young people, business and face-to-face offline opportunities are planned. Members discussed the ongoing need for better engagement with children and young people, and how the Council can better engage with these groups.
- The survey took place between 15 February and 29 March 2021. After cleaning the data, 967 responses and 396 Twitter poll responses have informed reporting. A high number of qualitative comments in relation to every topic illustrates the depth of public interest in this agenda with the vast majority of comments demanding positive action and a small minority expressing negative opinion, concerns or alternatives.
- There was an overwhelmingly positive response to the Council's top ten proposed actions to ensure it becomes a Net Zero organisation by 2030. Positive support for each of the proposed actions ranged between from 80% and 98% (where respondents stated they strongly agree or tend to agree). The greatest strength of agreement was in support of 'tree cover and biodiversity' at 85% strong agreement.

### Case Study 6: Swansea Market.

More than 40 photovoltaic panels have been fitted to the roof to increase the venue's green credentials, helping the city tackle the climate emergency.

The 80 sq m surface of the panels is expected to provide more than 5% of the market's power - and to reduce annual greenhouse gas emissions by three tonnes.

Other carbon-reduction measures already in place at the Swansea Council-run facility include LED lighting in the offices and in other locations plus recycling amenities for the treatment of waste.

### Continue to participate in and support the Low Carbon Swansea Initiative.

The Council has maintained its membership of and commitment to the Low Carbon Swansea Bay (LCSB) network. Activities and events were once again disrupted by the pandemic this year, but

online webinars took place and the key focus for LCSB partners this year was the preparation of a Swansea Bay Healthy Travel Charter in collaboration with Public Health Wales and Swansea Environmental Forum.

The council continues to promote the use of Electrical Vehicles. Swansea Council already has around 60 electric vehicles in its fleet. A further 200-300 will be introduced in the next few years.

Other projects being rolled out by the council to help the city decrease carbon emissions include EV charging points. There are currently 12 council car parks offering electric vehicle charge points for use by the public. All of the charge points in council car parks provide users with 100% renewable electricity. The 12 sites offer a combined total of 32 'fast' charge points, meaning that the charge points offer 7-22kW power.

The Council aims to continue installing EV charge points across the local authority area. This will contribute to the Welsh Government's ambition in transitioning to a low carbon, low emission transport system in Wales, and align with the Welsh Government's Electric Vehicle Charging Strategy, and Llwybr Newydd: a new Wales transport strategy.

#### Case Study 7: Swansea Bay Healthy Travel Charter.

Following on from work done during 2021/22, the Swansea Bay Healthy Travel Charter was launched in May 2022, signed by 11 leading organisations from across the region.

Swansea Council Joint Deputy Leader, Cllr. Andrea Lewis, affirmed the Council's support for the Swansea Bay Healthy Travel Charter and the commitment to taking practical measures to promote active travel and sustainable transport. Cllr Lewis said "We're committed to working with local and regional partners to deliver the actions outlined in the charter. Excellent work is already underway, encouraging local people to consider more active and sustainable transport options, such as walking, cycling, using low-emission vehicles and using public transport."

Actions within the Charter include establishing a network of sustainable travel champions within each organisation, developing targeted communications campaigns for staff, offering and promoting the cycle to work scheme and promoting public transport discounts.

The public sector in Swansea employs over a third of working adults (over 42,000 people) so this commitment may have a significant positive impact on the environment as well as associated health benefits.

#### **Support initiatives that will increase Swansea's urban tree cover.**

A green artery has been created through Swansea City Centre with several green, tree-lined spaces integrated within the redevelopment of the Kingsway; doubling the number of trees in this area of the city centre, and adding large grassy areas with extra plants and shrubbery. The new trees (circa 170) include alder, birch, cherry, lime, maples and flowering pears.

Other city centre tree planting projects, such as the Boulevard and Westway, have seen the Council introduce significantly more street trees and other green areas than were previously present. This has created an attractive street scene and will encourage greater biodiversity.

Further extensive tree planting has been undertaken on Council land throughout the County including up to 1000 trees and 5600 whips, and the Council has been declared a Queens Green Champion City in recognition of its extensive tree planting projects.

#### Case Study 9: The Queen's Green Canopy

The Queen's Green Canopy announced that Swansea would be joining twelve other cities around the UK, including Manchester and Leicester, to help celebrate the 70th anniversary of Her Majesty The Queen's 70th year on the throne.

Rob Stewart, Leader of the Council, said: "It is such an honour for Swansea to have been nominated a Queen's Green Canopy Champion City."

"It is recognition of what's been achieved in the last few years in creating a new city centre urban park - the first in Swansea for a century - and the planting of thousands of trees along key routes in Swansea."

"We're also being recognised for the work we have done with partners to plant even more trees around the city, including thousands of new trees at sites including Mynydd Newydd Playing Fields and residential areas such as Penlan."

The Kingsway has been re-fashioned into a refreshing city centre green space boasting more than double the number of trees and greenery than it had before. The Council has been consulting on doing something similar for Castle Square Gardens with news on proposals due in the next few months.

Mark Thomas, Cabinet Member for Environment Enhancement and Infrastructure Management, said: "The news of the city receiving this title is a real credit to the work we have carried out in recent years and also for the plans we have for the future.

"It clearly recognises the efforts we are making to improve the city's green infrastructure and improve our local environment.

"All of our new cycle routes are benefitting from additional tree planting. We have recently planted more trees in many of our parks. It's also important we recognise the work to manage our existing trees and remove diseased and dangerous trees and replace with more suitable species that we know thrive in urban areas."

Tree-planting season started last month and areas getting new trees will be the area around the new-look Broadway junction above Tycoch, Kingsbridge, Sketty Park, Ynystawe Park, Wind Street, Townhill and in Gorseinon. Off-road cycling and pedestrian routes are also expected to benefit from extra tree planting as well.

Swansea Council is also progressing a new concept for the city centre's Castle Square, introducing more greenery. The amount of space for people to gather, sit out and relax would remain the same. Green space would grow from today's 25% cover to more than 40%. Biodiversity would increase and most existing trees would remain, with new trees planted.

#### **Improve awareness and understanding of our natural environment through provision of information, training and events.**

An annual programme of environmental events is published online to improve awareness and understanding of the local natural environment. An annual celebration of Wales' magnificent wildlife with a host of local, national and online events which highlight different habitats - woodlands, wetlands, meadows, peatlands, marine and coastal, and urban habitats.

Recent events have included:

- Nature Art at Bishop's Wood: A morning of discovery and creativity using what nature provides.
- Babell Graveyard Volunteer Morning: Helping to create a space for nature and people in the heart of Cwmbwrla at this much-neglected graveyard. Tasks include cutting and digging up brambles, litter picking and developing a garden area.
- Discover Oxwich National Nature Reserve: Warden-led walk around the dunes, across boardwalks to see wildfowl, a host of dragonflies and perhaps even an otter before investigating the adder bank to see snakes then journey through the dunes and back along the beach.
- Swansea Community Farm Volunteer Session: Opportunities to learn new things, connect with people and get active. Activities include mucking out the animals, organic gardening, taking part in nature and conservation tasks, building and construction or site maintenance,
- Reptiles and Wildflowers with Gower Society Youth: exploring the wildlife sanctuary at Nitten Field to spot reptiles and see the wildflowers in this unique location.

Case Study 10: Expert tuition is helping Swansea Council take more action than ever to help curb climate change.

A series of "carbon literacy" lessons and workshops for members and officers has seen them take key actions as the council works to make Swansea net zero carbon by 2050. The council itself aims to be net zero by 2030.

Andrea Lewis, the council's joint deputy leader and cabinet member for climate change and service transformation in 2021/22, said: "The council is committed to do all it can to tackle the world's climate and nature emergency - and we want to bring the rest of Swansea along with us.

"Offering carbon literacy courses to our staff and members is a small but important step. We plan to roll out climate training across the council."

Carbon literacy is an awareness of the carbon costs and impacts of everyday activities and the ability to reduce emissions.

### **Provide opportunities for schoolchildren to access and learn about their natural environment.**

A Covid interrupted programme of support for schools to help raise biodiversity awareness including on site activities and practical initiatives has recommenced.

The Council supports Foundation Phase pupils to study and learn outdoors, ensuring a respect for nature, biodiversity and ecosystems. In support of this the Council's Nature Conservation Team have provided opportunities for children and young people to engage with nature via a range of initiatives such as:

- Outdoor activities delivered at the Council's Activity Centres in Port Eynon, Rhossili and Bishop's Wood, Caswell.
- Regular field study visits and numerous public events at Bishops Wood Local Nature Reserve.
- INSET days have been delivered to build capacity among teachers for working outdoors with pupils.
- Support also provided for Forest School and Sculpture by the Sea Activities.

Work within classrooms, through cross-curricular topics aligned to the science and geography curriculum is a key feature of sustainability education. Developing the outdoor environment and establishing links with projects and schools at an international level also supports learners to develop a better understanding of local biodiversity as well as global citizenship. Numerous Swansea

schools have been accredited with the Platinum Award for eco schools (42% of schools with Platinum and 23% with Green Flag awards).

Development of the natural environment within Swansea school grounds has seen vegetable gardens grown, bug hotels opened, raised flower beds sown, trees and orchards planted and literacy trails established. Consumption and waste reduction is also a key theme in Swansea schools. A strong willingness by schools to re-cycle and re-use is championed by eco school committee members across Swansea. Nearly all Swansea schools have developed their own eco code to support sustainability and the theme of developing 'ethical citizens' features strongly in the new Curriculum for Wales (2022).

#### Case Study 11: Bishopston Primary School

Swansea Rural Development Partnership are pleased to announce their support of the project Nature Area for Outdoor Learning delivered by Bishopston Primary. The Partnership has successfully allocated £5,000 of funding through the Welsh Government Rural Communities - Rural Development Programme 2014-2020, which is funded by the European Agricultural Fund for Rural Development. Hamish Osborn, of Natural Resources Wales and Chair of Swansea Rural Development Partnership said "the Local Action Group is pleased to be supporting the Nature Area for Outdoor Learning project. We see merit in developing spaces that will not only encourage biodiversity, but also provide a valuable learning tool for our younger generation to gain an understanding of the importance of caring for our environment".

Nature Area for Outdoor Learning project is a response to pupils of Bishopston Primary and local community who want to encourage Outdoor Learning, through the creation of a dedicated nature area, which can be used every day as a working area for children.

The school will contribute to the aims of Swansea Local Delivery Strategy by improving health, maintaining and enhance biodiversity; reducing their carbon footprint; and crucially improving knowledge and understanding of our natural environment.

#### **Work towards improving access to and maintaining the quality of our parks and greenspaces.**

The first urban park to have been created in the city since the Victorian era has been completed in 2022, adjoining the new Swansea Arena. Constructed above a new car park, the coastal park has been designed in a dune-like shape to celebrate its closeness to Swansea beach. A living wall features on the Oystermouth Road side of the new car park to complement new greenery that has been introduced.

Swansea Council has also secured grant funding worth over £240,000, obtained during 2021/22 to improve the quality of parks and greenspaces including tree planting schemes, whilst over £370,000 funding has been bid for 2022/23 to continue this work.

#### **Continue to deliver a programme of wildflower planting and management.**

The Council's wildflower planting programme has now extended to around 40,000sq.m (about 6 football pitches) of wildflowers across approximately 190 sites. In support of this new grant funded cut and collect machinery has been purchased to help better manage grass cutting and help boost wildflowers and pollinators by maintaining species-rich vegetation. Complementary training has also been delivered including grassland management of parks/verges; benefits of cut and collect; right tree in right place and nature emergency.

In June 2022, Swansea Bay News reported that *over the past few years the council has attracted pollinating insects to its roadside verges, roundabouts, parks and rough ground by allowing the grass to grow long in selected locations, which allows wildflowers to bloom, and by seeding formal beds with a colourful mix of flowers.*

The Council is now introducing native wildflowers at a dozen locations around the city which will continue to bloom year after year. Seeds specially selected from the National Botanic Garden of Wales' wildflower meadows in Carmarthenshire have been planted. The move supports the council's commitment to tackling climate change and biodiversity loss by promoting plant and insect life, on top of the new ways of cutting grass that is promoting pollinators and environmentally-healthy parks and verges.

#### Case study 12: new ways to cut grass.

Thanks to Welsh Government grants (Local Places for Nature) for new equipment and advice from eco-charity Plantlife, the Council is using new ways to cut grass that promotes pollinators, wildflowers and environmentally healthy parks and verges.

The move comes as part of the Council's commitment to playing its part in tackling climate change and biodiversity loss by promoting plant life and is on top of its hugely popular wildflower planting initiative.

Mark Thomas, Cabinet Member for Environment Enhancement and Infrastructure Management in 2021/22 said: "We led the way among local authorities with the wildflower initiative, creating insect havens that were also colourful additions to local communities and roadsides.

"At the same time, we also reduced the amount of grass cutting we do to allow insects and wildflowers to thrive in parks and on roadsides. Now we're aiming to boost local diversity even more with our new cut and collect grass management programme.

"Our new approach to grass cutting is in addition to what we're already doing and is the best of both worlds because it encourages the maintenance of species-rich vegetation in parks and verges. It also curbs the growth of invasive plants that can sometimes take over habitats.

"But the best thing about it is that we cut the grass twice in the season at specific times so that flowers can complete their lifecycles and naturally distribute seed ready for the next time.

"This cutting less and cutting later approach to grassy areas replenish the seed bank, restores floral diversity, and provides pollinator habitat across the county."

The Welsh Government has supported the scheme with grant funding for specialist cutting equipment and new machinery. It cuts and collects grass while at the same time carefully removing other dead vegetation to allow air and rain to get to the soil so that seeds have room to germinate.

#### **Engage with local communities to encourage volunteering and to support them taking action to enhance and maintain their local greenspaces and wildlife sites.**

Despite the impact of the pandemic, collaboration with community groups and other partners has been maintained and increased over the past year including with the Swansea Local Nature Partnership, Clyne Community Volunteers, Rosehill Quarry, various Friends of Parks Groups and the Environment Centre.

A grant funded Natural Environment Volunteer Co-ordinator post has been created in 2022 to re-establish and support opportunities for environmental volunteering with such activities being curtailed by Covid over the past couple of years.

### **Take actions that help to control invasive non-native species.**

The Nature Conservation Team is responsible for the management of 6 Local Nature Reserves and numerous of Council owned SAC's, SSSI's and SINCs. It also provides advice to other Council staff with land management responsibilities. This involves the preparation of management plans and agreements, practical site management and maintenance work, tackling invasive non-native species (INNS), managing contractors and supporting community and volunteer participation in biodiversity delivery.

It can take up to 5 years to clear invasive non –native species (INNS) from a site and there are ongoing rolling clearance programmes focussing primarily within Council Housing Estates to improve the local environmental quality but also this year through successful grant funding bids extending into Gower AONB including a £10,000 project to eradicate Japanese Knotweed from Ilston Woods, as well as working with volunteers to remove INNS from managed sites such as Clyne Country Park.

### **Undertake a range of actions to improve air and water quality.**

Swansea Council submits an Annual Progress Report (APR) to Welsh Government (WG) each year advising upon the assessment of ambient air quality in accordance with the EU objective concentrations.

The Pollution Control & Private Sector Housing Team continues to monitor air quality across the authority, working with other Council departments. Collaboration with the Council's Highways Service takes place to provide input and assessment of air quality impacts for highway schemes. As part of a collaboration with the Nature Conservation Team, a 'Green Screen' has been installed along Fabian Way.

Whilst Swansea is currently compliant with Welsh Governments' Air Quality Objectives, in-line with Welsh Government policy, the Council will continue to work towards reducing exposure where possible.

A multi-staged review and assessment of air quality within Swansea has been carried out to identify those areas that would exceed the national air quality standards and objectives. Real time air quality data is posted online and on site in relation to these locations (<https://www.swansea.gov.uk/airquality>).

Bathing water quality is monitored by Natural Resources Wales and Gower beaches easily surpass standards, however Swansea Bay is more complex and changeable throughout the day. The Council therefore post information up to 3 times a day on site and also broadcast on social media. (<https://www.swansea.gov.uk/bathingwater>)

#### **Case Study 14: New 'green' bus shelters**

Swansea Council is in the process of replacing more than 100 ageing bus shelters across the city, with many having been installed 30 years ago. The new shelters are being provided by Bus Shelters Ltd.

Part of the city-wide upgrade will include 10 new 'green roof' bus shelters, featuring natural plants on top, which can help filter out dust particles and contribute to better air quality.

The 'green' bus shelters will be installed along the roadside at Mumbles Road, Oystermouth Road, Quay Parade, Walter Road and St Helen's Road.

Mark Thomas, Cabinet Member for Environment Enhancement & Infrastructure Management in 2021/22, said: "Our current stock of bus shelters have been in place for many decades and are in need of upgrading.

"We're arranging for more than 100 new shelters to be installed during the next few months.

"We've also decided to introduce a number of environmentally friendly bus shelters along some of our busy bus routes in the city. While they may appear as a bit of a novelty to some - they will certainly help in our wider work to improve air quality and hopefully they will also help raise awareness of the importance of green infrastructure when the public see them.

"The new green bus shelters will also complement our Copr Bay Coastal Park development where we are introducing a green space for the public to enjoy."

The initial phase of this upgrade programme will involve the removal of existing bus shelters. New shelters will then be installed shortly after.

### **Undertake (selected or targeted) enhancements to greenspace as part of an environmental works programme to meet our commitment to the Welsh Housing Quality Standard.**

Enhancement of greenspaces has been an ongoing process over the past 4 years as part of the environmental works programme to meet the Council's commitment to the Welsh Housing Quality Standard (WHQS) and to address deficiencies in access to natural greenspace.

<https://www.swansea.gov.uk/article/2907/Welsh-housing-quality-standard>

WHQS reporting to Welsh Government had been suspended in 2020 due to Covid. As at 31<sup>st</sup> December 2020 there were 7,753 fully compliant homes and there are 5,795 homes containing at least one acceptable fail in Swansea. This represents 57.2% fully compliant and 42.8% with acceptable fails. Fully compliant levels will rise and acceptable fails will reduce as the remaining improvement programmes continue.

Swansea Council has completed the retrofit project in Craig Cefn Parc in partnership with Cardiff University's Welsh School of Architecture. The Retrofit scheme is the first of its kind in Wales and consists of 6 bungalows which have had External Wall Insulation (EWI), new rendering, and new energy efficient windows and doors. Each property has been fitted with renewable technologies including ground source heat pumps, solar panelled integrated roofs, Tesla battery storage and Mechanical Ventilation Heating Recovery (MVHR) units.

This has transformed the bungalows into some of the most energy efficient homes in Wales substantially improving the warmth and comfort of the bungalows. Energy demand is significantly reduced thus reducing energy bills for the residents.

### **Minimise our use of non-recyclable products and materials, and recycle more waste.**

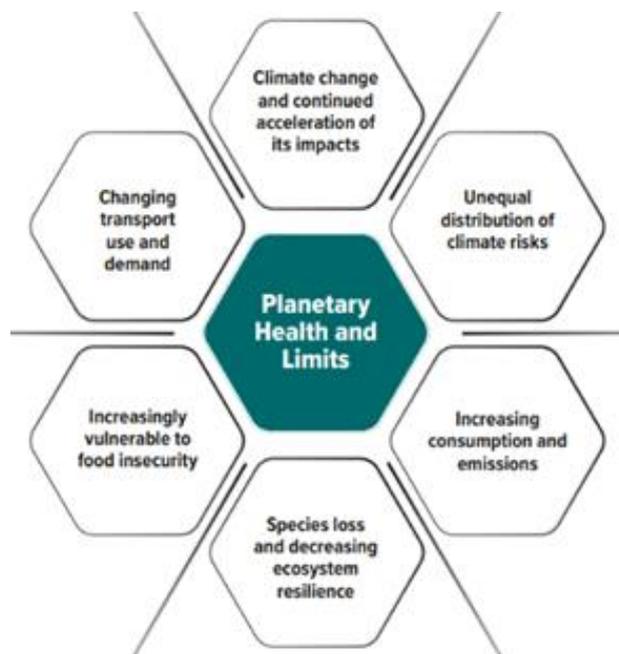
Provisional annual data for 2021 measuring the municipal waste collected and reused and/or recycled stood at 63.68%. The data is provisional due to the difference in reporting/data periods for Welsh Government. The comparative recycling rate is slightly down on last year's figures due to the ongoing impact of Covid, more black bags are being generated at the kerbside and commercial waste has now increased to near pre-Covid levels.

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

Required actions are primarily long-term objectives or ongoing actions that are measurable in some cases in decades e.g. net zero carbon by 2030, increasing specific tree canopy coverage by 2044, etc.

These are not suitable actions for monitoring on a quarterly or even annual basis in many cases. Whilst they must undoubtedly remain ongoing commitments there needs to be some specific targets that are SMART.

Using the Welsh Government Route map to net zero, Swansea Council will align with its principles, knowing what needs to be done now, by 2022-26 Low Carbon becoming the norm and by 2030 where choosing carbon zero is routine. This objective will be pivotal to reacting effectively to the identified trend within The Future Trends Report Wales – Planetary Health and Limits.



Based on the Future Generations Commissioners Report 2020 – Swansea Council will strive to focus on the following areas and should:

- Demonstrate global citizenship and leadership by supporting sustainable behaviour and making the connections.
- Play our part to ensure Wales is welcoming, safe and fair to all.
- Commit to fair and ethical investment and divestment - making the right financial decisions now to enable future generations to thrive.
- Ensure supply chains are fair, ethical and sustainable.
- Ensure that Swansea understands the importance of using the earth's resources efficiently in order to contribute to global well-being.

Within the Council, there is demonstrated a clear understanding of meeting the long-term challenges, for example:

- *Decarbonisation* - In October 2021 Swansea Council submitted its first emissions report to Welsh Government. Work will continue to deliver net zero carbon for the Council by 2030 and for Swansea by 2050. The Council prepared and submitted to Welsh Government in Dec 2019 a report (Section 6 Monitoring Report) outlining what it has done to comply with the Section 6 Biodiversity Duty. <https://democracy.swansea.gov.uk/documents/s62825/11%20-%20Section%206%20Biodiversity%20Monitoring%20Report%20Dec%202019.pdf>

- *Climate Pledge* - Collaborative working to influence Swansea-wide behaviour change can be demonstrated through the introduction of a climate pledge, the sign up of large businesses across Swansea to our climate charter, ongoing work with PSB and collaborative working with an environmental partner, schools, community groups and businesses. Risks are monitored through the corporate risk register and Swansea had declared a Climate Emergency in June 2019, A Nature Emergency in November 2021 and an Energy Crisis Notice of Motion in January 2022.

How we will do better - We will

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

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

A review of the evidence in relation to whether the Council is exercising its functions effectively in relation to its Natural Resources & Biodiversity priority suggests that it is owning its ambition.

| <i>Well-being Objectives</i>                | <i>Getting started</i> | <i>Making simple changes</i> | <i>Being more adventurous</i> | <i>Owning our ambition</i> | <i>Leading the way</i> |
|---|------------------------|------------------------------|-------------------------------|----------------------------|------------------------|
| <i>Natural Resources &amp; Biodiversity</i> |                        |                              |                               | x                          |                        |

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

We came to this conclusion because:

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

The evidence shows that the Council has made significant progress meeting the steps required to deliver this well-being objective and, at a strategic level over the past few years with its declaration

of climate and nature emergencies, the establishment of a related corporate programme board and member steering group. Scrutiny committees are overseeing progress in relation to addressing climate and nature issues and the Council now has a section 6 Plan to ensure it meets its Biodiversity Duties. There is greater tie in with the work of the Public Service Board and other organisations with responsibility for climate and nature matters. Additional staff resources have been/are being made available to help deliver projects that tackle climate and nature emergency locally, whilst increased grants are also being made available by funding providers over longer periods in recognition that there is no quick fix.

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

Swansea Council is maximising its contribution to its Well-being Objectives and National Goals, embedding Nature at the heart of Swansea by ensuring that Green Infrastructure is a key aspect of service delivery and communities are enabled to shape their place. Partners are collaboratively acting to reduce carbon emissions through sharing assets and knowledge, in addition to joint working through local initiatives.

- *A Prosperous Wales* - The unique natural environment in Swansea and its Area of Outstanding Natural Beauty supports thousands of jobs in the tourism sector worth £440 million per annum to the local economy.
- *A Resilient Wales* - The resilience of our natural environment is improved by restoring degraded habitats and through habitat creation and improving connectivity.
- *A Healthier Wales* – Trees play an important role in relation to filtering air of harmful particulates reducing respiratory conditions, while natural spaces have a documented beneficial impact on mental health.
- *A More Equal Wales* - Involvement in environmental training and volunteering builds skills that are accessible to all.
- *A Wales of Cohesive Communities* – The social benefits that accompany improving the percentage of tree cover and natural open space within Swansea create welcoming communities where people are proud to belong and experience an improved quality of life.
- *A Wales of Vibrant Culture and Welsh Language* – Accessible, managed green and beach space offers sport and recreational opportunities while Swansea’s physical geography and maritime location have inspired a rich local cultural identity.
- *A Globally Responsible Wales* – Reduces our impact on the planet, moving towards a ‘one planet’ Wales that does not use more than its fair share of resources.

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

The Council is working sustainably in line with the following five ways of working needed for Public Bodies to achieve the well-being objective and national well-being goals.

- *Addressing long-term challenges* - We are working to better understand our carbon footprint, in line with emerging guidance for public sector greenhouse emissions reporting. We have reviewed council policies in relation to climate change and are integrating adaptation and mitigation strategies to inform all future work programmes between 2021 and 2030.
- *Preventing problems from occurring or getting worse* - Climate change and loss of biodiversity have been mitigated and adaptation measures taken by prioritising and investing in Green Infrastructure and low carbon design. This offers a preventative approach in reducing our carbon emissions and improves the economic prospects of the city centre by repurposing the area as a green destination. In order to understand long term impacts and

protect our environment and heritage for future generations, measures have been put in place and studies commissioned to measure and take action to reduce visitor impacts on biodiversity and the historic landscape, e.g. at Cefn Bryn and Port Eynon.

- *Working in partnership with others* - The Council has forged close relationships with both national organisations like Natural Resources Wales and the RSPB and also local ones such as Swansea Environmental Forum, the Swansea Biodiversity Partnership and the Swansea Environment Centre. The development of tools and strategic guidance for developers is resulting in closer working with the private sector.
- *Joining things up and avoiding conflicts* - The Swansea Central Green Infrastructure strategy was developed collaboratively with NRW to ensure the approach aligned with common objectives across the public, private and third sectors. This integrated approach is being expanded with the development of a county wide Green infrastructure Strategy where a variety of Public Services Board partners will be involved in ensuring a strategic approach is developed which aligns priorities and addresses potential conflicts. The Climate Change Programme Board provides a forum where Council policy overlaps, gaps and synergies can be identified in relation to Green Infrastructure and other climate and nature related activity.
- *Involving people* - In order to become a Net Zero City and County of Swansea by 2050, the Council recognises everyone will need to play their part and so started a long term engagement process during lockdown. This was the first time Swansea Council has specifically asked residents about their attitudes to climate change. The survey response rate was particularly high with over 1000 citizens participating in a survey, related Twitter poll and discussions. The overwhelmingly positive response indicating widespread concern about climate change and an appetite for action provides a firm foundation to take forward ongoing broader involvement activity.

## Transformation and Future Council Development

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

- We want to modernise and transform the Council through our Achieving Better Together programme. In the short term this will focus on actions and interventions related to Covid-19, including how we emerge and recover from the pandemic. In the medium to long term the programme will build on what has changed as a result of the pandemic and how we can deliver services in different ways to help tackle rising demand and reducing revenue budgets.
- During the pandemic Council services were forced to shift to online and telephone. We want to maintain this approach where residents are able to use online channels first, reducing administration and back-office services. We want to generate additional income to pay for services and help families earlier so that we can reduce costs later on.
- We want to improve efficiency and further reduce management and business support costs. We also want to continue reviewing all of our services to ensure they are delivered in the best way and saving money by working with partners such as the police and health, or preventing the need for people to access costly statutory services where need can be met elsewhere.
- We want the public to play their part by co-producing and helping to run services, such as the successful scheme where bowlers are maintaining their greens, or by increasing recycling at home.
- We want more people involved in the Council's business and in making decisions on things that affect them and their families and communities.
- We want to invest in our priorities like the city centre, improving classrooms, improving and extending our energy efficient housing stock, and delivering the City Deal with the potential to create 10,000 jobs.

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

#### **Update the Council's transformation plan to the new Achieving Better Together programme in order to transform services and deliver better**

We have continued to develop and implement the Council's Achieving Better Together programme. A new programme manager was appointed to oversee the development of the programme in June 2021. Recovery activities are well underway and the programme has shifted into the 'refocus' phase of the programme, looking forward into longer-term transformation. During 2021/22, the recovery activities focused on our staff and the organisation and included re-launching the Leadership hub and the Ideas hub to encourage staff engagement. We have also held a number of staff engagement workshops and developed a new Staff handbook. We have renewed our Agile Working Policy and continued to ensure that staff have a safe working environment at home, in our offices and buildings and in public spaces. We have also developed a programme timetable for our Medium Term Financial Plan (MTFP) and monitored the outcomes from our Economic Recovery Fund as we recover from the pandemic.

Recovery activities for our citizens have included the expansion our Local Area Coordination services across the County and the development of Volunteering Toolkits and training. We have continued to re-focus our back office services and increased our use of automation. We have continued to

develop a joint and holistic approach to recovery through the development of closer working between departments such as Education and Social Services e.g. developing a shared understanding of vulnerability criteria for vulnerable children and a single point of contact. We have also worked with a range of other partners and the third sector to develop innovative approaches, such as the Community Calling project providing smartphones and tablets to individuals without digital access. We have also developed a COVID-19 Economic Recovery Plan, which has supported local businesses, protected local jobs and secured new investment in the city.

Our Achieving Better Together programme has a robust programme management framework and governance arrangements in place. Recovery activities are managed and overseen by the Steering Group and strategic issues and risks escalated to a Board. During 2021/22, an internal audit took place to examine the effectiveness of governance and assurance arrangements of the programme and concluded that the programme demonstrated a level of 'high assurance' with a sound system of internal control designed to achieve the programme objectives. The Scrutiny Programme Committee also continued to scrutinise the effectiveness of the programme and examined progress in October 2021.

**Implement the Council's Organisational Development Strategy to deliver transformed services, so that we have the right people with the right skills, particularly in light of Covid-19.**

The COVID-19 pandemic presented unprecedented pressures on the Council's workforce. A Scrutiny Working Group was established to review the changes and support that was required during the pandemic and as we recovered. During 2021/22 we continued to review our Agile working policy and work towards developing a hybrid model. We have also continued to improve our support for Agile working by providing 1-2-1 support to staff, teams meetings, equipment and information about how to claim back some of the costs associated with working at home.

During 2021/22, we continued to develop a comprehensive Workforce Strategy for 2022-27, following extensive consultation with Members, Senior Leadership, Trade Unions and a cross-section of the workforce from all Directorates. In addition to the continued development of our Workforce Strategy, we have re-structured all human resources functions under one Head of HR and Service Centre. Our Workforce Strategy is closely aligned to our Achieving Better Together programme and is part of the third and final re-shape phase of the programme. The Strategy contains four key themes; Leadership and Management, a Workforce Fit for the Future, being an Employer of Choice and Wellbeing and Inclusion and contains nine strands and associated actions. Progress to date includes the re-accreditation of our Disability Confident Employer status with a view to working towards Disability Confident Leader status in the future.

We have also continued to work with Trade Unions and held a workshop on the development of a Social Partnership workshop and reviewed our "Dying to Work" charter. We have also established a new Workforce Equalities Group to support the delivery of Equalities activities, delivered a new mandatory e-learning package on Equalities and developed a proposed framework for Welsh Language skills. This year we have also developed a Coaching and Mentoring strategy and re-branded the Leadership Hub which provides staff with a range of different opportunity learn about leadership and organisational culture.

Although the number of sickness days per fte. has increased slightly during 2021/22, compared to the previous year, additional resources have been provided to human resources and organisational development and occupational health to manage absence and sickness. This year we have also appointed three Management of Absence Officers to support Directorates in the management of sickness absence and contributed to the reduction in the number of outstanding Early Retirement

cases across the Council by 25%. In addition, we are working to recruit more Helping Hands Volunteers and develop a tailored package for schools based on the Helping Hands model and develop a range of resources for managers such as Mental Health First Aid Training, Stress Awareness sessions and other preventative workshops and toolkits.

**Embed equality and diversity into service delivery through a network of Equality Representatives appointed in each service and produce a new Strategic Equality Plan 2020-23 for the Council.**

We published a new Strategic Equality Plan (SEP) 2020-24 in 2020. During 2021/22 we have continued to implement the plan and reviewed our annual progress through our Annual Review of Equality and Diversity (ARED) 2020-21, in addition to reporting on the Gender Pay gap and publishing a Workforce report. Our Equalities staff representative group has continued to meet during 2021/22 and have discussed a range of topics such as Easy Read documents, Plain English/Welsh, Welsh Language Standards and has continued to raise awareness and promoted a range of different equality events and groups and equality training. The group works under the auspices of the Equalities and Future Generation Board – a Strategic Board established to oversee the delivery of the SEP 2020-24. A co-ordinator for the Board has been appointed and is working towards Swansea becoming a Human Rights City. As part of our Workforce and Organisational Development strategy, we have also established a Workforce Equalities group, which is made up from staff with protected characteristics. This group has been established to address equality issues in the workforce such as improving the collection of data about staff with protected characteristics and to ensure we adhere to the Welsh Government’s Race Equality Action Plan and the LGBT+ Action Plan.

**Case Study 1: Human Rights City**

Swansea Council in partnership with Swansea’s Public Service Board (PSB) are working towards declaring Swansea a Human Rights City in December 2022. It is our aim to create a city where everyone is equal. To empower people to understand their rights and respect the rights of others. A steering group was established in September 2021 consisting of a representative from each PSB organisation to drive this ambition, chaired by Cllr Louise Gibbard. On the 10th of December 2021, Human Rights Day, Swansea’s PSB publicly declared their intention to become a Human Rights City. Extensive engagement has taken place across Swansea to share the ambition and to gain support. In October 2021 we launched a survey to learn about what residents and visitors of Swansea think the priorities should be when becoming a Human Rights City and to capture a baseline awareness of Human Rights knowledge and awareness in the City. A PSB Partnership Forum event took place in November 2021 with the focus of Human Rights City. Over 60 representatives from private, public and 3rd sector organisations who operate across Swansea took part, including representatives from different services within Swansea Council. An action plan has been developed where we will focus on the priorities that emerged from the engagement. Work is on-going to establish what programmes, initiatives and policies happens already in each PSB organisation across Swansea in relation to each priority.

**Review the Council's approach to procurement to secure local economic and community benefits, in line with sustainable development principles.**

During 2021/22, we have continued to build upon our approach to sustainable procurement and the incorporation of sustainable procurement principles based on revised Wales Procurement Policy issued in 2021. Our approach enables our Procurement Officers to engage with services at the very earliest stages of procurement and to consider value from every stage of a project from planning,

inception and to completion. In addition, our approach to procurement takes into account wider social values such as safeguarding, equalities and environmental issues, in addition to financial costs and traditional value for money criteria. This year we initiated a pilot project to further review enhanced Social Value based on the 2021 report into public procurement produced by the Future Generations Commissioner. The pilot programme aims to test a number of tools / methodologies of analysis (e.g. the Themes And Outcomes model developed by the independent 'Social Value Portal' with input from the WLGA) and consider if there is further best practice that can then be integrated into our procurement model. It is anticipated that the pilot project will finish at the end of this year with recommendations to be taken forward for review and consideration. The steering group for the pilot program is led by Commercial Services and includes representatives from Corporate Building Services, Highways and Transportation, City Centre and Planning including the Council's Community Benefits team. In addition to the inclusion of community benefits and social value clauses in our contracts, we have also been working to ensure that potential contractors have policies to consider issues such as Modern Slavery, Equal Opportunities, the Welsh Language and Safeguarding.

Our Community Benefits Policy has built upon the success of our Beyond Bricks and Mortar initiative which has realised social value through construction and regeneration activity to encompass all Council procurement projects. Our Beyond Bricks and Mortar Team and our Corporate Procurement Team have worked to identify the community benefit requirements of all Council projects, with procurement forming part of the Council's sustainability risk assessment, thereby helping to set appropriate targets that focus on recruitment and training, supply chain initiatives, the Welsh Government community benefit tool and other community benefits. During 2021/22, there were 21 projects with social benefit clauses and Beyond Bricks and Mortar criteria incorporated within their contracts and over 7,800 targeted recruitment and training weeks were created.

We have also revised our Constitution to place greater emphasis on using local suppliers to meet our need for goods and services and encouraging local companies to bid for certain projects and maximize the value of the Swansea Pound through the development of the Foundational Economy. The Council also took part in Welsh Government's pilot to develop the Foundational Economy, working on issues related to local procurement and focusing on the construction sector. Lessons learnt from the pilot included changes to the Council's overall procurement approach to ensure that small and local businesses can bid for Council contracts and increasing the money spent by the Council locally.

**Continue to embed a "Digital First" strategy so that citizens can access more Council services and information on-line.**

We have continued to implement our Digital First strategy to ensure that citizens can access Council services and information in a timely manner to suit their needs. During 2021/22 we have revised and updated our Digital First Strategy to take into account learning from the COVID-19 pandemic and new ways of working. The strategy lays out the roadmap for the next four years and draws on the Welsh Government, Central Government, and Local Government Digital Strategies.

The use of the website, online forms, online payments, and the new Customer Account has significantly increased in recent years, especially during 2020/21. The shift to digital channels continued to grow during 2021/22. The number of online payments and the number of forms completed online for fully automated processes has increased year on year, compared with pre-pandemic levels. Although the total annual number of forms completed online during 2021/22 was lower than the previous year, the number is still higher than the pre-pandemic total. The decline is to be expected and as a result of requests during the height of the pandemic where usual collection services such as libraries were closed.

Automation continues to help with routine tasks and staff capacity, e.g. Education, Customer Services and Planning services are all demonstrating a channel shift towards online and telephone by the public. This year we have continued to upgrade the delivery of Swansea Customers Accounts by enabling people to apply for free-school meals and uniform grants on-line. Work in relation to a developing a digital service for Corporate Complaints and Business Registration is also nearing completion. Our Oracle Field Services have developed an on-line process for people to book appointments for housing repairs and for tenants to provide feedback upon completion of work.

#### Case Study 2: Robotic Process Automation (RPA)

RPA and workforce automation is software that mimics the behaviours of humans in order to execute office-based work. Virtual employees are 'trained' on how to use systems and applications. Procedures are replicated in workflows and the virtual worker will execute them on demand or predefined schedule. RPA is available 24 hours a day, 365 days a year to complete high volume, repetitive, mundane tasks giving human staff the ability to focus on more complex tasks. So far we've achieved savings of 3.85FTE or around £128k - more than it cost to develop the platform. These time savings allow staff to carry out more meaningful tasks or allows us to avoid costs associated with having to draft in extra staffing. The process has helped the Welsh Translation team to process translation requests. This was an early 'proof of concept' process to prove the technology and test the 'art of the possible'. Using the 'Déjà vu application', this is being used alongside the traditional human translation team to support the delivery of the demanding workload. We have also automated the ordering of recycling bags by residents using the 'Civica Flare' application. Booking and scheduling appointments for residents bulky waste collections has also been automated. We have also updated Education's Special Educational Needs statemented pupil records automatically using CapitaONE records, saving over 600 hours in time and updated planning application software (Idox DMS) for the public to leave comments related to planning applications, saving the department 10 to 15 hours of work per week.

Our e-democracy project is progressing well and the Council Chamber in the Guildhall is now live. A review is being undertaken to map and forward plan CCTV and Ward WiFi. This year we have also developed a Breathing Space app – to help the Council support customers with debt across the Council and improved secure communication between social workers and foster carers as well as providing a digital solution for the entry and approval of daily recording information. We have also replaced contact centre kiosks for public self-service use, developed digital signage for the Grand Theatre and made a number of improvements to the Council website including improved search and accessibility tools and book and pay modules. The Council has continued to work with Swansea Bay City Deal partners on the Internet of Things project to improve services to residents across Swansea. As part of the Connected Cities strand, we are working with the Swansea Bay City Deal Digital programme to identify and target future infrastructure opportunities, starting with public assets and buildings.

#### **Promote Digital Inclusion and access online services by providing citizens with lifelong learning opportunities to undertake free computer courses and training.**

We have continued to promote Digital Inclusion and access to online services by providing a range of learning opportunities. During 2021/22 we used a blended learning approach to Digital Inclusion training and support. During this year there were 1250 unique learners registered on Lifelong Learning Courses including Digital Literacy, Essential Skills and Learning for Life. This year the Lifelong Learning Service (LLS) created a new event booking system and continues to offer a daily

telephone IT Support service, which was introduced at the beginning of the pandemic. The telephone service supports residents to access online services and signposts individuals to other support organisations where required.

We have continued with our Get Swansea Online programme and basic Digital and IT courses to assist beginner and low-level learners, who may find accessing online delivery difficult. During 2021/22, 196 people participated in the Get Swansea Online programme. We have offered courses at entry level through to Level 2 for individuals wishing to achieve an accreditation or improve their Digital Skills for work and life. The Lifelong Learning Service (LLS) has worked with employability partners to develop bespoke Digital delivery courses and workshops to members of the public interested in developing their Digital skills to support employability prospects.

A number of Digital classes have also been delivered in the community to support people using their own tablets or devices to access services and improve digital communication and collaboration skills. We have also continued to offer IT equipment on a loan basis to individuals wishing to access our programme of learning. The loan scheme has been highly beneficial to individuals enabling access to learning opportunities, support and accreditation. Our LLS have also worked with our Employability Team, our Tackling Poverty Service and Third Sector Partners to support the distribution of refurbished lap tops and smart phones with pre-paid credit to vulnerable people in the community.

**Explore opportunities to collaborate with other local authorities and partners and share services, including back office, to save costs and improve services to citizens.**

We have continued to explore opportunities to collaborate to share services, save on back office costs and improve services. A regional partnership between Swansea Council, Carmarthenshire County Council, Pembrokeshire County Council and Neath & Port Talbot Council was successfully awarded the next round of Digital Transformation Funding to develop Internet of Things capability. The Digital programme aspect of the Swansea Bay City Deal continues to make good progress with partners taking part in a 5G workshop facilitated by Deloitte, and collaborating on a Connectivity Infrastructure Accelerator (DCIA) bid. In April 2021, the Digital Programme received endorsement from both the Welsh Government & UK Government. Work is ongoing in relation to updating and refining the Business Case and the latest updated version was presented to and endorsed by the SBCD Digital Infrastructure Programme Board in April 2022.

#### Case study 3: Major digital boost for Swansea's 'smart city' vision

Swansea's vision to become a super-connected 'smart city' is picking up pace, thanks to a multi-million pound funding boost. The UK Government and Welsh Government approval of the £55 million Swansea Bay City Deal digital infrastructure programme means Swansea can further build on significant connectivity improvements made in recent years. City Deal investment will help Swansea Council introduce full-fibre connectivity in business parks and areas of the city centre.

This will help businesses make the most of latest digital technologies, while helping mobile users stream content and access information quicker. A long-range, open access wireless network will also help make the most of the 'Internet of Things' by connecting technology such as sensors to the internet, which will enable better decisions and improved efficiencies. This could accelerate the use of sensor technology in Swansea to improve traffic flows, monitor when bins need emptying or highlight when elderly or vulnerable people need help at home. Swansea Council could also use City Deal funding to boost the take-up of broadband voucher schemes in rural communities which would give households and businesses there better internet connection.

**Undertake targeted and effective engagement to develop more collaborative and partnership working with the third and private sectors to achieve the Council's and shared priorities and outcomes.**

Data from the Third Sector Data Hub, WCVA showed that there over 2,100 voluntary and community organisations operated in Swansea during 2021/22 and that 28.5% of residents in Swansea reported that they were volunteers. We have continued to support and build upon our work with the Third Sector through our Compact Liaison group. The Compact Liaison Group is comprised of relevant Council Officers and representatives of the Third Sector. The Group is not a decision-making body but reviews and advises on policy issues affecting both the Statutory and Third sector. During 2021/22, the Compact Liaison Group played a key role in the development of the Council's Achieving Better Together programme by supporting the development of Volunteering toolkits, infrastructure and training. As part of the arrangements, the Council have administered a large number of grants to Third Sector organisations to support community based services, resources, such as grants for Food Poverty, Period Dignity, Mens' Sheds, community based events such as Winter of Well-being and Summer of Fun and provided grants to support services for Children, Young People and their families, Carers, Victims of Domestic Abuse and people living in Rural areas.

**Review work with communities, organisations and 'friends' groups to encourage and enable greater community ownership of assets and services and to ensure their long-term sustainability.**

We have continued to work with communities, organisations and 'friends' groups to encourage and sustain greater community ownership of assets and services. There are currently 37 constituted Friends of Parks groups registered with the Council. The network of volunteers is a far-reaching and invaluable asset. Friends groups commit to promoting inclusive practice through their constitutions. Adults of all ages participate and also provide opportunities for children and young people. Vulnerable groups are also supported to participate (e.g. City of Sanctuary working with Friends of Ravenhill Park). There are currently approximately 630 volunteers who help run the 40 community buildings across Swansea East, Swansea West and the city centre.

Community Asset Transfers have been successfully undertaken in all three electoral constituencies across Swansea; Swansea East (Jersey Park Bowling Pavilion; Trallwn Sports Pitch and Pavilion), Swansea West (Gwent Amateur Boxing Club; Green Space at Y-Llwyni) and Gower (Graig Y Coed Playing Fields; Underhill Park). We have also entered into a Charter with Community / Town Councils (C/TC) which sets out the way in which they aim to work together for the benefit of local communities whilst recognising their respective responsibilities as statutory bodies.

**Respond to the Local Government Bill and continue to modernise public engagement in local democracy and Council decision making through accessible meeting times, web broadcasting, electronic voting and e-petitions.**

During 2021/22, we have been working to implement the new duties on Local Authorities, as a result of the Local Government and Elections (Wales) Act 2021. Preparation work undertaken has included raising awareness and understanding of Part 6 of the Act, reviewing best practice on self-assessment, establishing a self-assessment steering group and establishing a corporate approach to self-assessment. We have also held Briefings with both Scrutiny and the Governance and Audit Committee on the new performance requirements. As a result of the Local Government and Elections (Wales) Act 2021, we have amended the Council's Constitution to reflect change in the terms of reference, role and memberships and name of the Audit Committee to Governance & Audit. During 2021/22, we also established the South West Wales Corporate Joint Committee and held two meetings – as required by the new legislation.

We have continued to work towards modernising public engagement in Council decision making. The Local Government & Elections (Wales) Act 2021 along with earlier Covid Regulations allowed all meetings to be held remotely during 2021/22. They are working well and developments are underway in the Guildhall Council Chamber and also in the Gloucester Room, which will be a significant step forward to assist with the Council's commitment to multi-location meetings. eVoting has been established for Council and for Cabinet Meetings (it is not required for the other Committees given their relative small size). Preparation for the creation of ePetitions has been undertaken and will be enacted as of May 2022. Public engagement has been encouraged by public questions at Cabinet, Council and Scrutiny. We have also put in place arrangements to extend voting for 16 to 17 year olds and qualifying foreign citizens. We are also preparing to develop a public participation strategy and work is underway in relation to an e-petitions scheme.

Overall, there is good evidence of effective work programmes, scrutiny meetings and activities, good levels of Councillor engagement, positive feedback internally and externally and increasing media coverage and public involvement. Cabinet Members have been held to account through a range of activities through the Scrutiny Programme Committee, Task & Finish Inquiry Panels, ongoing Performance Panels, and one-off Working Groups, including pre-decision scrutiny, with recommendations made to Cabinet Members through letters and reports. The work of Scrutiny is transparent and accessible. Scrutiny agenda packs are available on the Council's 'agenda and minutes' webpage. Also, there are all scrutiny letters sent to Cabinet Members following meetings and responses.

**Continue to strengthen the Welsh language service and language services generally offered by the Council by providing basic language training for front-line staff.**

In June 2021, the Council published its annual Welsh Language report, highlighting examples of good work achieved alongside recommendations to strengthen Welsh Language promotion and compliance across the Council. Work has also been undertaken in relation to the development of a proposed framework for Welsh Language and we have recruited a Standards Officer to lead on promoting the Welsh Language and work with the Welsh Language Commissioner. We have established a Welsh Language Training Group which has identified training needs in support of the Welsh language. This has included the development of a mentoring scheme to support Welsh learners. Courses have been run at Mynediad Level 1 (years 1 and 2) and Sylfaen level 2 (year 1). During 2021/22, we also ran introductory "Taster" session has been run to encourage future participation and work is underway in relation to assessing the potential for "face to face" courses for non-IT User front-line staff. We have also continued to promote the Welsh Language and reviewed the Council website to improve access to information, online forms, and payments for residents and ensured the information is available in Welsh and English.

**Make community budgets available so that local people can decide together with their representatives what their local priorities are.**

During 2021/22 each Ward Member had a Community budget of £10,000 per annum to support the delivery of small local measures that are a priority for individual Councillors and their local community but are not funded by any other Council budgets. The scheme provided each Councillor with a budget currently set at £10,000 per annum and has been divided equally between all 72 elected Councillors to use on supporting initiatives within their Ward. Examples of work carried out include repairs to bus shelters, donations to their local schools or community charities, the installation of defibrillators in public places, repairs to minor footpath or road improvements, floral

displays, tree planting, re-instating or providing extra street lights as well as a range of equipment in local parks.

**Provide the opportunity for local citizens to influence how policies are written and services are delivered through the development of a Corporate Co-production Strategic Framework and a revised Consultation and Engagement Strategy**

A draft revised Consultation and Engagement strategy has been produced; however consultation is ongoing in relation updating the strategy to reflect the lesson learnt from COVID-19. The strategy was informed by the Recovery and Future Generations Policy Development Committee and is closely aligned to the Council's Corporate Framework on Co-production. Good progress has been with the development and implementation of the Council's Regional Co-production strategy developed for Social Care. Work in underway to build upon this approach and to secure funding from the Economic Recovery fund to further develop our corporate approach to co-production and build capacity across the organisation.

We have continued to support public engagement in decision making through public questions at Cabinet, Council, Scrutiny and Policy Development Committees. The majority of Council meetings are open to the public and anyone living or working in Swansea can suggest a topic for scrutiny. There are also opportunities for anyone to suggest questions, and submit views. We have a good social media presence and publish a monthly e-newsletter as well as maintain a public blog, improving public information and awareness of scrutiny and making it easier to connect with us.

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

Although good progress has been made with the delivery of our Transformation and Future Council priority, there remains a number of areas for improvement and development. The increase in demand for public services has resulted in an increase in demand for customer services. Although our Digital programme and the increased use of automation has produced some efficiencies and greater capacity, customer demand and the complexity of demand is increasing. The average number of calls and emails received per month during 2021/22 was over 15,000 and 6,000 respectively – an increase on the previous year. Responding to the pandemic has diverted resources to new activities and supporting customers in different ways. There is a need to increase customer service capacity and progress the development of a multi-skilled customer service team. Some customers still need support in using on-line channels and the development of Community Hubs across Swansea is a key priority over the coming. Although the delivery of our Digital programme has made good progress as evidenced in relation to meeting key performance indicators and demonstrating greater efficiencies, challenges still remain in relation to staff capacity and staff retention in a highly competitive market.

Our Workforce and Organisational Development strategy needs to address the recruitment and retention of staff in key areas which are critical to the future transformation and development of the Council. The Scrutiny Inquiry into Procurement that took place in 2021/22 found that good progress had been made but identified challenges still remain in terms of developing the approach to cover all areas of the Council's procurement. More information on this can be found in Part 2 of the Review.

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

A review of the evidence in relation to whether the Council is exercising its functions effectively in relation to its Transformation & Future Council priority suggests that it is owning its ambition.

| <i>Well-being Objectives</i>               | <i>Getting started</i> | <i>Making simple changes</i> | <i>Being more adventurous</i> | <i>Owning our ambition</i> | <i>Leading the way</i> |
|--|------------------------|------------------------------|-------------------------------|----------------------------|------------------------|
| <i>Transformation &amp; Future Council</i> |                        |                              |                               | x                          |                        |

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

We came to this conclusion because:

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

Overall good progress has been made with the delivery of our Transformation and Future Council priority. Our Achieving Better Together programme has achieved a high level of assurance from our Internal Audit and the majority of aligned plans and policies such as the Workforce and Organisational Development plan are making good progress and are on our target.

Our Digital programme has enabled the transformation of many customer transactions and the delivery of services, ensuring our residents can access information and services in a timely and efficient way, at a time and in a place which suits their needs. The increased use of automation for standardised procedures has created additional capacity, freeing up staff time and resources. Our Digital Inclusion programme offers support to a range of different customers in different ways and settings to ensure that as many of people can benefit from the digital transformation of our services. Technology has also transformed our workplace, affording some employees greater agility in the workplace and to benefit from remote working, enabling some employees to have a better work/life balance and or help with caring responsibilities and thus contributing to greater overall employee retention.

Overall, the Council put in place good arrangements to supports it workforce during the pandemic and through recovery. Scrutiny identified a number of examples of good practice in terms of supporting the well-being of staff through the expansion of the Helping Hands service, the development of Mental Health First aid tool kits and other preventative measures, which are currently being revised and tailored to other specific sectors of the workforce such as Education and Schools. Good progress has also been made with the development of the Workforce and Organisational Development Strategy, the establishment of issue based working groups e.g. Equalities and investment and the restructuring of Human Resources, Organisational Development and Occupational Health functions.

During 2021/22, a detailed Scrutiny Inquiry into Procurement concluded that the Council’s approach to procurement was good and had not only built on many years of good practice, such as the award winning Beyond Bricks and Mortar, but had also evolved to incorporate new sustainable procurement principles and had taken into account wherever possible wider Social Value Benefits and other potential benefits such as the Foundational Economy.

- See Part 2 – Areas for Continued Improvement

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

The Council is working to maximise its contribution to the national well-being goals when meeting its Transformation & Future Council well-being objective:

- *A prosperous Wales* – Supporting and training the Council’s workforce to deliver transformed services that provides the most sustainable outcomes for residents.
- *A Resilient Wales* – The Managing the Present and Shaping the Future, Swansea Council – From Recovery to Transformation Strategy underpins our recovery from Covid-19 and aims in order to transform services, deliver better outcomes for residents and achieve financial sustainability with reduced carbon footprint.
- *A Healthier Wales* – Encourage greater community ownership of parks and work with ‘friends of parks’ organisations to ensure the long-term sustainability and control of parks and public spaces.
- *A more Equal Wales* – Providing the opportunity for local citizens to influence how policies are written and services are developed through the development of a co-production strategy.
- *A Wales of Cohesive Communities* – Making community budgets available so that local people can decide together with their representatives what their local priorities are.
- *A Wales of vibrant culture and thriving Welsh language* – Continuing to strengthen the Welsh language service and language services generally offered by the Council by providing basic language training for front-line staff.
- *A globally responsible Wales* – Continue to modernise public engagement in democracy and Council decision making through accessible meeting times, web broadcasting, electronic voting and petitions.

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

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

- *Addressing long-term challenges.* Our Achieving Better Together programme has moved from the ‘refocus’ phase of the programme, looking forward to meet internal and external challenges in the longer term. The development of our Workforce and Organisational Development Strategy the Council aims to address the predicted long term needs and gaps in the workforce and how this can be addressed. The Council’s procurement work aims to find ways to support and nurture the local supplier community so it resilient in the longer term. Our digital programme aims to deliver more digital projects that help residents access services 24/7 through digital channels, whilst supporting the most vulnerable in the future. Our approach to the Welsh Language aims to increase the number of Welsh speakers and promote the use of Welsh both across the Council and in communities by 2050.
- *Preventing problems from occurring or getting worse.* Our Achieving Better Together programme aims to prevent problems from escalating and has been designed to ensure the long term resilience and delivery of Council services. The development of our Workforce and Organisational Strategy has also been designed to anticipate workforce planning challenges e.g. recruitment and retention. Our Digital Inclusion approach aims to support residents get online and access a range of services and information at an early and prevent problems from escalating.
- *Integration – joining things up and avoiding duplication / conflicting priorities.* Our Achieving Better Together programme adopts a corporate cross-cutting approach to change and transformation and has not been developed in silo. The development of our Workforce and

Organisational Development Strategy has been undertaken by working across all Directorates and has taken a corporate holistic view of the workforce, internal and external environments, partners and regulators. There is a close correlation many of the steps to deliver both the Council's Corporate Plan and the Strategic Equality Plan. Our Digital programme flows from the Digital strategy which places technology as a key enabler of integration, reusing technologies across multiple services, resulting in economy of scale and avoiding duplication.

- *Working in partnership with others.* Our Achieving Better Together programme aims to learn from the best practice of other organisations and many of the projects involve multiple partners to deliver integrated outcomes. We have worked other local authorities and the Welsh Government to establish the South West Wales Corporate Joint Committee to bring coherence to regional governance and deliver regional functions, including strategic development planning, regional transport planning and to promote economic well-being.
- *Involving people.* Our Achieving Better Together programme takes a user-centred design approach wherever possible, so that services reflect the needs of residents and / or staff. The development of our Workforce and Organisational Development Strategy has involved a wide range of staff, Trade Unions, Senior Managers and Councillors. Our procurement work has included a series of consultations with potential external suppliers to revise and develop our approach to procurement and relevant policies and guidelines. During the development of our Strategic Equality Plan we sought to involve people that reflect the diversity of our communities including those with protected characteristics.

### Consultation outcome

The council undertook a survey of the public, local businesses, Council staff and trade unions in 2021/22.

There was a low response rate to the survey – under 100 responses - despite the Council doing its best to publicise the survey, including sending direct emails to stakeholders. The low response rate to the survey might have affected confidence in the results.

Respondents were asked to what extent they agreed or disagreed that Swansea Council as a whole does its job effectively?

Almost 40% of respondents (39%  $n = 26$ ) agreed that as a whole Swansea Council did its job effectively. However a similar proportion 39% ( $n = 11$ ) disagreed that Swansea Council did its job effectively. A further 21% ( $n = 15$ ) neither agreed nor disagreed as to whether they thought Swansea Council did its job effectively.

Respondents were asked to what extent they agree or disagree that the Council has been is making good progress towards meeting its objectives; safeguarding people from harm, improving education and skills, transforming our economy and infrastructure, tackling poverty, maintaining and enhancing Swansea's natural resources and bio-diversity and the transformation and future Council development.

The largest proportion of participants agreed that we had made good progress in relation to transforming our economy and infrastructure (42%  $n = 30$ ), followed by maintaining and enhancing Swansea's natural resources and bio-diversity (38%  $n = 27$ ), and safeguarding people from harm (34%  $n = 14$ ). Almost a third of participants (32%  $n = 23$ ) thought that the Council has made good progress in relation to improving education and skills and just under a quarter (23%  $n = 16$ ) thought the Council has made good progress with transformation and the future Council development. The

smallest proportion of people (20%  $n = 14$ ) thought that the Council had made good progress with tackling poverty.

Areas for continued improvement

- Look for ways to improve the consultation and engagement process and improve response rates for the annual self-assessment.

**Conclusion to Part 1**

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

## Part 2 – How the Council uses its Resources

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

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

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

These resources are used through the following areas:

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

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

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

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

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

### The use of resources – strategy and vision

The Council's self-assessment tested whether there is sufficient strategic planning in place to ensure the effective use of resources.

| <b>Criteria</b>   |   |   |  |                          |
|---|---|---|--|--------------------------|
| There are comprehensive plans / strategies in place for workforce, finance, procurement and assets. These plans are sustainable and contribute to the Council's objectives. |   |   |  |                          |
| <b>Self-assessment</b>  |   |   |  |                          |
| <b>1. Not in place</b>  | <b>2. Limited Application and effectiveness</b> | <b>3. Mixed Application and effectiveness</b> | <b>4. Strong Application and effectiveness</b> | <b>5. Embedded</b>       |
| <input type="checkbox"/>  | <input type="checkbox"/>                        | <input type="checkbox"/>                      | <input checked="" type="checkbox"/>            | <input type="checkbox"/> |

#### Evidence

The Council has a Corporate Plan, which describes the Council's six well-being objectives. The well-being objectives are the Council's key priorities and are aimed at maximising the Council's contribution to the national goals set by Welsh Government and to improving the well-being of the people of Swansea in a way that is sustainable and meets the needs of local people without compromising the interests of future generations.

The Council has a complimentary set of financial plans, including the Medium Term Financial Plan, Revenue Strategy and Capital Strategy, each aligned to providing a sustainable budget and revenue cash limits for directorates and services to deliver the Corporate Plan over the short, medium and long term. These then align to departmental service plans for delivery of the services to meet the objectives of the corporate plan – See Financial Planning section below for further details.

The Council developed a new Workforce Strategy for 2022 to 2027, which accounts for corporate and service level plans, council vision and key objectives. The strategy has been developed taking into consideration the requirements of the Well-being of Future Generations Act and the Council's Achieving Better Together Transformation Plan to support a workforce that is fit for the future and has the capability and capacity to deliver the Council's objectives. The workforce strategy will be monitored and reviewed for effectiveness against objectives following roll-out from April 2022 – see Workforce Strategy section below for further details.

The Council's Procurement procedures follow the relevant rules set out in constitution. Sustainable procurement principles as set out within the revised Wales Procurement Policy Statement issued in March 2021 underpin the Council's procurement practice. The Council's procurement strategy was reviewed for effectiveness against intended objectives at scrutiny during 2021/22 – see Procurement section below for further details. The Council has an adopted Asset Management Strategy. Collaborative working is an increasing feature of how we manage our estate. The Local Property Board enables public bodies to work together to find solutions that safeguard assets for the benefit of our communities in the long term.

## Financial Management

| Criteria   |  |  |   |                          |
|--|--|--|---|--------------------------|
| There are robust mechanisms in place to deliver the budget with strong and effective budget monitoring and control.  |  |  |   |                          |
| Budget setting and savings proposals are monitored to identify any adverse impact, including adverse impact on equality and on the well-being of current and future generations. |  |  |   |                          |
| Self-assessment  |  |  |   |                          |
| 1. Not in place  | 2. Limited Application and effectiveness | 3. Mixed Application and effectiveness | 4. Strong Application and effectiveness | 5. Embedded              |
| <input type="checkbox"/>   | <input type="checkbox"/>                 | <input type="checkbox"/>               | <input checked="" type="checkbox"/>     | <input type="checkbox"/> |

### Evidence

Budgets are set at Council each year following an extensive budget setting process, which includes widespread public consultation. The Revenue and Capital Budgets for 2021/22 were approved by Council on 4<sup>th</sup> March 2021. They continued to set out an ongoing ambitious programme of approved capital spending plans and future capital spending plans sustained by unsupported borrowing. At the time, there was continuing uncertainty surrounding the ongoing impact from COVID-19 on the scale of additional spending, the loss of income, and the funding arrangements for reimbursement in part, or in full, that the authority faced in responding to the pandemic.

The Revenue and Capital Budgets for 2022/23 were approved at Council on 3<sup>rd</sup> March 2022 where the unsupported borrowing to fund the approved and future capital spending plans is now fully externalised at fixed rates for up to 50 years de-risking general fund exposure to future interest rate movements. This would require modest budget savings to be delivered to help facilitate that major capital investment and economic regeneration stimulus; these plans are likely to still be affected by ongoing ripple effects of COVID-19.

Once set, the budget is then monitored at a number of governance and assurance groups, committees and meetings. At a corporate level quarterly budget monitoring reports are produced for the Council's Corporate Management Team and Cabinet. These budget monitoring reports are scrutinised by senior management at monthly Performance & Financial Monitoring Meetings, at the Council's Service Improvement & Finance Scrutiny Performance Panel and at Governance & Audit Committee. Rigorous spending controls are in place as part of budget monitoring arrangements to contain, reduce, defer and delay spending as far as possible, having due regard to the existing agreed budget and political priorities to nonetheless seek to limit service overspending and take corrective action.

The quarterly budget monitoring reports in 2021/22 consistently identified some service revenue budget overspends at year end, driven especially by Covid spending, albeit reducing throughout the year. Towards the year-end the pace and scale of reimbursement of costs and lost tax and service income from Welsh Government became increasingly clear and as a result at several verbal updates on third quarter position to Cabinet, Council, Governance & Audit Committee and scrutiny panels, the S151 Officer advised an overall significant outturn underspend was expected. Total service underspending has now been confirmed (at just over £41m) and is an extremely good outcome. The net overall underspend at year end is the result of both the services forecast and planned underspending together with a number of late additional funding streams from the Welsh

Government including Revenue Support Grant, Council Tax shortfall funding and the Cost of Living Support scheme for 2022-23 as a one off contribution which the two latter are included as part of "One off corporate costs/income".

Decisions on budget savings are taken by Cabinet and Council irrespective of the officer advice, which is weighed by Members when making decisions. Budget savings are subject to consultation with trade unions, staff and the public. All savings are documented, directorate budgets are frozen and savings are highlighted in officer financial advice. Savings targets are monitored and reviewed at the Reshaping and Budget Setting Board established as part of the Council's Achieving Better Together transformation strategy. In addition, monitoring and reviews at monthly Performance & Financial Monitoring meetings identify any issues with savings or income generation and puts corrective action in place. During 2021/22, as a result of COVID-19, the Council dis-continued the use of a tracking mechanism in order to monitor progress against the specific savings proposals contained within service and overall budgets proposals. The tracker was not completed during the various lockdowns and emergency response to the COVID 19 pandemic as part of pragmatic and practical reprioritisation of essential work (focus on outturn, closure, statement of accounts, maintaining supply lines for payroll, accounts payables, receivables and distribution of emergency grant aid). It is clear however that some additional compensating savings were made in year where specific savings had been delayed or had not been achieved. In addition, all directorates underspent in 2021/22 at outturn and so equal or equivalent value savings were delivered including some specifics. Savings tracking and the review of effectiveness will recommence in 2022/23.

Local Authorities have a corporate responsibility to operate within available resources and to remain financially sound over the short, medium and longer term. One of the key tools available to Authorities in managing its affairs is the creation and use of both General and Earmarked reserves to assist in delivering services over a period longer than one financial year. Borrowing and unplanned use of reserves is kept to a minimum in line with good governance. The Chartered Institute of Public Finance and Accountancy (CIPFA), via the Local Authority Accounting Panel, issued a bulletin in July 2014 (LAAP 99) intended to give guidance to Local Authorities on the management and review of reserves; this bulletin is considered best practice in terms of Local Authority financial administration and effectively must be followed. Within the existing statutory and regulatory framework, it is the responsibility of Chief Financial Officers to advise Local Authorities about the level of reserves that should be held and to ensure there are clear protocols for their establishment and use. Reserves should not be held without a clear purpose. It is the duty of the Chief Financial Officer to specifically report on the robustness of estimates and reserves when the Council considers its budget requirement; as such the Revenue Budget approved by Council in March 2021 made specific references to the adequacy of reserves at that time. Notwithstanding that specific statutory requirement, it is the duty of the Chief Finance Officer to regularly review the position regarding available reserves. This is monitored through Corporate Management Team, Cabinet, Governance & Audit Committee and Scrutiny as part of corporate overview when reporting on budgets and the Medium Term Financial Plan. In addition, any changes to reserves is reported through the appropriate committee / Cabinet.

The written report on the Review of Reserves was presented to Council on 7<sup>th</sup> October 2021, which provided a strategic and focussed assessment of the current year's financial performance and an update on strategic planning assumptions over the next 3 financial years. The conclusion of the Statement was that the Council could potentially struggle to deliver within the overall resources identified to support the budget in 2022/23 and beyond unless the local government settlement was much enhanced and preferably multi-year. The quantum was duly confirmed much enhanced by March 2022 and pleasingly was a three year settlement albeit heavily front loaded then dropping off significantly. The likely projected outturn was dependent upon the ability of the Council to reduce

and restrict ongoing expenditure across all areas, its ability to recover expenditure and lost income from Welsh Government and continued reliance on active capital financing strategies to maximise the short term savings to enable the capital equalisation reserve to be bolstered for the medium to long-term, recognising the major future capital commitments already irrevocably made by Council decisions on the size of the capital programme and associated borrowing.

The report to Council in October 2021 reviewing reserves proposed no additional transfers, at that time, between reserves to those highlighted in the quarterly monitoring reports. Based on the net Revenue position arising out of the actual final outturn position, however, the equally fully planned substantial continued underspending on capital financing and contingency, central inflation and other corporate items including additional Welsh Government Covid grants has enabled sums to be added to the recovery reserve, the capital equalisation reserve, the general reserve and some to be carried forward once again on contingency, which is a prudent way of planning for and addressing some of, the future certain increased costs of financing the ambitious mid-term capital programme and the uncertainty of COVID-19. The Section 151 Officer in the same report stated that it was his opinion that there is no scope within General reserves to fund any additional expenditure of the Council given the current risks facing the Council in terms of ongoing spending pressures, inflation and the uncertainty of the real terms value of future Welsh Government funding streams. That means that all spending must otherwise continue to be wholly contained within existing budgets or met by the specific and already very substantial earmarked reserves set up as part of the outturn report.

All budget proposals and budget savings are subjected to an Integrated Impact Assessment and there is extensive consultation with the public, trade unions and council staff. Integrated impact assessments (IIAs) are a legal requirement within both the Equality Act (Public Sector Equality Duty and the socio-economic duty), the Well-being and Future Generation Act 2015 Welsh Language (Wales) Measure. The IIA assesses budget and savings proposals to examine whether there is a risk that they would affect any person or persons adversely. Swansea Council's IIA has been enhanced to take into account other key issues and priorities, such as poverty and social exclusion, community cohesion, carers and the United Nations Convention on the Rights of the Child (UNCRC) and Welsh language.

It is known from previous years that, due to the scale of budget reductions, those with protected characteristics are likely to be affected. In assessing the impact of the budget proposals, the Council continues to attempt to ensure that any effect is not disproportionate and that there is a continued focus on mitigation wherever possible. In this context the following should be noted: where IIAs show potential significant impact with no possible mitigation, these proposals are referred for further consideration; for those IIAs where potential significant impact has been identified and mitigation has been possible, the associated action plans are monitored and reviewed. The Council continues to deliver a wide range of services for all the citizens of Swansea. Many of these are of particular benefit to the areas covered by our IIA process. The Council is committed to protecting the vital frontline services that matter most to the people of Swansea, tackling poverty and looking after the most vulnerable in our communities. The Council will continue to do everything it can to meet this challenging commitment given the financial constraints it faces. However, services may be provided in a different way in line with the 'Swansea – Achieving Better Together' transformation strategy.

#### Areas for continued improvement

- Continue to contain, reduce, defer and delay spending as far as possible, having due regard to the existing agreed budget and political priorities to nonetheless seek to limit service overspending and take corrective action.
- Re-establish tracking (suspended as a result of Covid) to ensure that savings targets are monitored and reviewed at the Reshaping and Budget Setting Board established as part of the Council's Achieving Better Together transformation strategy.

## Procurement

| <b>Criteria</b>   |   |   |  |                          |
|---|---|---|--|--------------------------|
| The procurement strategy and approach seek to maximise the social, economic, environmental and cultural impact of spending decisions. |   |   |  |                          |
| <b>Self-assessment</b>  |   |   |  |                          |
| <b>1. Not in place</b>  | <b>2. Limited Application and effectiveness</b> | <b>3. Mixed Application and effectiveness</b> | <b>4. Strong Application and effectiveness</b> | <b>5. Embedded</b>       |
| <input type="checkbox"/>  | <input type="checkbox"/>                        | <input type="checkbox"/>                      | <input checked="" type="checkbox"/>            | <input type="checkbox"/> |

The Council spends some £290 million a year on a diverse range of goods, works and services from our external partner organisations. The Council's response to Covid 19 not only met the challenge of sourcing essential PPE and other supplies effectively, working to support the Council's care infrastructure – both our suppliers and workforce - and Neath Port Talbot Council, but also assisted departments in accessing Covid relief grants, prepared a large range of contract variations due to the massive disruption caused by Covid-19, and so supported our social care and regeneration throughout.

Important changes that assisted in responding to the pandemic, but which also create a more robust and sustainable service, include the a new low value self-service procurement process, with pack and guide for departments to self-manage low value contracts and the introduction of DocuSign software, which (for example) enables electronic contracts to be issued and signed by suppliers direct. This has resulted in 24,000 less pages being printed in Commercial Services alone with associated benefits and enabled the critical continuity of service during the pandemic.

Sustainable procurement principles as set out within the revised Wales Procurement Policy Statement issued in March 2021 underpin the Council's procurement practice. Procurement officers work with services at the earliest stages of the procurement process so specifications can be developed by managers that consider value-for-money on a whole-life basis (costs relating to maintenance, disposal and consumables are taken into account). This includes work undertaken on a Procurement Guidance Document on The Well-being of Future Generations Act and Procurement, which provides practical advice to staff ensuring they consider the Sustainable Development Principle at the earliest opportunity. Supplier Suitability Questionnaires also include a section on sustainability focusing on environmental issues, but also address equalities and safeguarding in addition to more traditional technical and economic criteria. This social value work, which includes a focus on the development of local suppliers, is a key development piece for the Service and a new model of social value consideration is being developed, working with the WLGA and Welsh Government, with further details below.

Beyond Bricks and Mortar is an award winning initiative led by the Place Directorate, which secures social benefits from construction and regeneration activity across sectors in the City & County of Swansea for the lasting benefits of the community. Our Community Benefit Policy has broadened this approach to encompass all Council procurement projects. This makes the most of opportunities to achieve added value and to maximise contribution to the Well-being Goals as a result of public sector spending in Swansea. Additional steps have also been taken towards integrating a circular economy approach with a review undertaken with WRAP, working with Commercial Services.

The Council has modified its Constitution to place greater emphasis on using local suppliers to meet our need for goods, services and works by ensuring local companies are invited to bid for certain projects; and we have also sought to maximize the value of the Swansea Pound through the development of the Foundational Economy. The Council also took part in Welsh Government's pilot to develop the Foundational Economy, working on issues related to local procurement and focusing on the construction sector. A pilot approach to the design and specification of contracts for the Council has allowed small businesses to bid for public contracts and increase the amount of money spent locally by the Council. The pilot focused on changing the procurement approach for 3 construction based contracts; the learning from that process is being used to change the overall procurement strategy within the Council. The 'Foundations for Local Success' seeks to develop contracts with local suppliers to supply and install Solar PVs, supply and install air source heat pumps and undertake external environmental works.

Ongoing initiatives are being carried out in conjunction with the External Funding Programme Officer to encourage more local SMEs to tender for work for the Council. This entails speaking to local contractors to establish any perceived barriers to them tendering, splitting contracts into smaller lots to be more attractive and relevant to SMEs and simplifying documentation.

The Council is currently working to further embed the Well-being of Future Generations Act into all Council procurement. As an example, an exercise was carried out on the More Homes Parc yr Helyg contract to establish the distance from site of all the suppliers and sub-contractors that were utilised on the project; and we are working to review how we can further embed additional social value, creating an enhanced system to integrate such value. Whilst the Council seeks to give sufficient weight to biodiversity, natural environment and culture and health considerations, further consideration is being given to how this approach can be expanded in line with social value principles.

In addition to the inclusion of community benefits and social value clauses in our contracts, the Council has also been working to ensure that potential consultants and contractors evidence commitment to, and have company policies in-place for: Modern Slavery, Equal Opportunities, the Welsh Language and Safeguarding (Cohesive Communities). We have continued to host Meet the Buyer events and Swansea hosted the first virtual MTB event of its kind in Wales, paving the way for other Local Authorities to follow suit using the model that Swansea created with the Welsh Government funded portal for all procurement opportunities in Wales known as Sell 2 Wales.

The Council held a scrutiny inquiry into procurement during 2021/22. The inquiry looked into how the Council is meeting its duties under legal frameworks and to ensure it is working to procure locally, ethically and greenly whilst being cost effective and transparent in its processes. The Panel was satisfied that procurement is clearly built into the Council's recovery planning moving forward, with its procurement activity aligned to the Council's key objectives. The inquiry did recommend that Cabinet develops a mechanism for measuring the impact of spending on policy commitments in relation to, for example, social benefit, local procurement, natural environment and climate change. It also recommended that Cabinet works with the Welsh Local Government Association to press the

Welsh Government to develop ways for the impact of key national commitments to be measured across Wales and the sharing of procurement good practice across Wales.

The Inquiry recognised that a vast array of procurement activity takes place across the many Council services and therefore wanted to ensure that the Council is getting the best spend from the public purse. This should include not only value for money but in the quality of services or items we procure. The Panel were satisfied that part of the central procurement team's role was ensuring that value for money is achieved and that purchasing power is optimised between quality and cost when procurement activities are undertaken. The Inquiry was pleased to find that getting best value for money in procurement is not just restricted to getting the lowest price and that the Council evaluates tenders and quotations based upon set evaluation criteria that depend on each contract and that can be by price/cost, quality or by price/cost and quality.

The Inquiry highlighted the longer term and therefore unknown impacts of leaving the European Union on the cost and availability of materials as well as on the workforce locally, which have been compounded by the Covid pandemic; the Inquiry emphasised the importance of continuing to consider and monitor this risk.

The Inquiry considered that evidence suggests that in Swansea there is clear commitment to, and development of, the local economy with support for local suppliers being evident for a number of years. The Panel heard that the Beyond Bricks and Mortar initiative was developed back in 2009 with a view to securing added benefits from regeneration projects led by the Council. These take the form of community benefits derived from suppliers and are articulated through contracts. Such community benefits include identifying training opportunities and apprenticeships, the development of more local supply chains and wider community benefits, e.g. engagement with schools, colleges and participation in community events.

The Inquiry was told that the Council regularly reviews its processes so that it can get the balance right between probity and procedure and not having unnecessary barriers to some smaller contractors. The Leader, Councillor Rob Stewart told the Inquiry that the localism aspect will continue to be a key focus in order to ensure the monies we spend stay as local as possible and it is a key aspect of the Council's procurement strategy. The Panel heard about 'meet the buyer' events that are held to encourage engagement from providers on main Council contracts and to support market development. The Panel would like to see the number of open days expanded to encourage local firms to tender for council works and encourage supplier feedback. They also felt that the events could be done in a number of ways depending on the requirements of, for example, the contract and could include for example contract and/or trade specific events, roadshows and webinars etc. It was recognised that local businesses are not always aware of potential open days or events, so the Council needs to develop and maintain direct links with local businesses including developing appropriate communication channels to alert them of up-coming procurement opportunities. The Inquiry welcomed the new supplier guide for potential suppliers that has been developed to assist with the understanding of the Council procurement processes. The Inquiry heard that the Council has also updated its external website to improve supplier engagement and access to information. The Inquiry recognised the improvements made in this area but emphasised the need to continue to review documentation and contract design regularly to further encourage small and medium-size businesses to tender for council works.

Whilst excellent work is being done in Swansea in improving community benefit and local procurement, the Inquiry hoped pending changes in legislation will allow Councils to build upon this local procurement activity; that we consider how we work with the third sector, especially the smaller organisations, and the difficulties they may experience should be recognised and considered

in our procurement process were possible. The Inquiry heard the regulation and policy relating to procurement is about to go through a period of significant change with an expected reform of the UK Public Contract Regulations; this may allow more flexibility for the Council to consider, for example, enhanced social value criteria. The Inquiry also heard that the impact of the UK Government's Procurement reform is currently an unknown factor; the published Green Paper indicated the removal of the light touch regime from the new rules, which may put additional pressure on the Council's procurement resources and that these should be reviewed accordingly.

The Inquiry heard Swansea Council is committed to 'A more equal Wales', this being a society that enables people to fulfil their potential no matter what their background or circumstance. The Equality Act 2010 requires purchasers to ensure they do not discriminate in the provision of goods or services. The Inquiry was reassured to hear compliance with the Act is embedded in all the Council's tender documentation and frameworks. This includes the frameworks used for contractors which set out clear requirements to evidence commitment to, and maintenance of, policies for both equal opportunities, as well as for community benefits/social value, modern slavery, Welsh language and safeguarding.

Evidence to the Inquiry suggests there is a Council vision in relation to environmental and ethical practice with aims and objectives within the Council's corporate plans, which are acted upon daily in departmental procurement activities. The Inquiry was satisfied that there was good environmental and ethical practice in place, which could be built upon and embedded further. This included considering how the Council's approach to social value, localism, biodiversity and the natural environment could be further integrated and expanded in line with key principles and the current Council pilot reviewing this matter; investigating how the impact of a contract's carbon footprint can be measured, and; increasing the use of nature-based solutions in the Council's procurement practice.

The Panel was pleased to see evidence that suggests the Council does indeed work across departments, with its partners and others in the pursuit of benefits from economies of scales, achieving efficiencies in the use of resources whilst in some cases being able to realise savings. The Inquiry were pleased to hear the positive comments from Swansea Council for Voluntary Service about how the Compact arrangements are becoming a strong forum for the third sector. The Inquiry wanted to see this expanded further and the good practice learnt shared and used elsewhere in the Council where appropriate.

The Inquiry were of the view that effective procurement needs a good framework for monitoring performance and measuring success essential for continuous improvement. The Inquiry was keen to see the information collected and then reviewed and used to continually improve.

#### Areas for continued improvement

- Respond to the recommendations made by the Scrutiny Inquiry into procurement - including a focus on enhanced social value considerations in procurement in line with new legislation that the UK and Welsh Governments are developing (once that legislation is published and its impact becomes known), to include considerations of sustainable development, development of the local supplier base and co-production activity, i.e. involving citizens in decision-making, and also a focus on any areas of non-compliance in procurement activity.

## Workforce Planning

| <b>Criteria</b>  |   |   |  |                          |
|--|---|---|--|--------------------------|
| A workforce strategy enabling a workforce that is fit for the future, flexible and resilient and with sufficient capability and capacity to meet current and future demands. |   |   |  |                          |
| <b>Self-assessment</b>   |   |   |  |                          |
| <b>1. Not in place</b>   | <b>2. Limited Application and effectiveness</b> | <b>3. Mixed Application and effectiveness</b> | <b>4. Strong Application and effectiveness</b> | <b>5. Embedded</b>       |
| <input type="checkbox"/>   | <input type="checkbox"/>                        | <input checked="" type="checkbox"/>           | <input type="checkbox"/>                       | <input type="checkbox"/> |

### Evidence

Emergency structures were established and resources prioritised towards Covid-19 activities during the pandemic whilst also having to sustain many business-as-usual activities. Staff, in the main, have returned to their substantive roles as services have resumed although it is recognised that there may be a requirement for further workforce activities in the event of future Covid disruption.

A Workforce Working Group was established in 2021 to support the governance arrangements and review this, which culminated in reports presented in March 2021 and an update report in February 2022.

Prior to the pandemic Swansea Council had already begun the successful implementation of an agile working strategy. This enabled an almost seamless transition to working from home for the vast majority of staff during Covid. A revised agile working policy gives greater power to the employee to work in a flexible manner, whilst ensuring the needs of the business continue to be met. This is now informing decisions on the future accommodation strategy, which will continue to see a reduction in the office estate but ensuring flexibility to meet the needs of the evolving hybrid working model. The Scrutiny Working Group heard that staff who found this difficult were supported and that managers have retained regular contact with their staff through team and one-to-one meetings. Lots of information has been provided on working from home and up-to-date equipment has been provided. The Scrutiny Working Group were also pleased that information on how to claim money back from the tax office for working from home is made readily available to staff in various ways.

In the first nine months of the 2020/21 and up to December 2021, headcount and FTE had increased in all Directorates, mainly as a result of the pandemic. This included an increase in traineeship roles (especially in Waste Management), additional TTP (Test, Trace, Protect) and vaccination-line staff recruitment, school catering and cleaning staff and social care staff, including social workers; recruitment and retention in social services remains a challenge. The Scrutiny Working Group heard that a recruitment and development policy has been developed for Social Services, which is not just about pay but also about using different channels for recruitment, working on staff morale and offering a healthy work/life balance and flexibility.

The pandemic did not have any significant impact on the age or gender profile of the workforce. The age profile remains skewed to the 40 to 59 year age brackets; this will be addressed through the new workforce strategy. Excluding Chief Officers, Heads of Service, Soulbury and centrally employed teachers, 60% of posts are occupied by women, 40% occupied by men. The numbers in grades 5 and 6 are almost equal. The only grades with more men than women are Grade 7 and Grade 12 (but it is almost equal split).

The Scrutiny Working Group heard that the use of agency workers in some circumstances had increased during the pandemic. Officers stated that there will always be a need for some agency staff to cover sickness in essential services, but measures are being taken to reduce the numbers of agency workers and they will have the opportunity to apply for traineeship roles and other roles if they desire. The Scrutiny Working Group also heard that the Governance and Audit Committee has been assured that line managers are complying with the agency workers policy and that this is being regularly reviewed.

Specific dedicated resource is now in place to support managers in the management of sickness absence cases. The number of working days/shifts per full time equivalent lost due to sickness absence improved from 11.85 to 9.23 in 2020/21 but has increased to 12.66 in 2021/22 due to Covid and stress related absences. Additional resources has been provided to human resources & organisational development and occupational health to support and advise in managing sickness cases. During the pandemic the Occupational Health and Stress Management and Counselling services continued to be delivered remotely to support the workforce, in line with national guidance. The Scrutiny Working Group heard that the occupational health team is being strengthened with extra funding being made available.

The occupational health corporate action plan for 2022/23 aims to recruit more Helping Hands Volunteers across the Authority. In addition, they are working with the Education Directorate to provide a physiological support pilot, increased access to counselling, a specialist website and network of volunteers (Helping Hands Model) across all schools. It is also the intention to source Stress Management Advisors & Counsellors to deliver: mandatory Mental Health First Aid Training days for Managers per annum; Stress Risk Assessment sessions and reports; Employee Health and Wellbeing training days; a proactive range of prevention workshops and activities to reduce stress and improve employee wellbeing through the Helping Hands Service within available resources; Menopause Support Cafes; Health fairs per annum to improve wellbeing, awareness and provide signposting to specialist services.

During the course of 2021/22 a Staff Survey was undertaken. 993 people completed the survey providing a 14% response, which is 10% less compared with a 24% response rate last time. This drop in response rate could be the result of more staff working from home and feeling less connected to the Council. It could also be a result of workload issues as we recover from the pandemic. Measures to increase the response rate to future surveys will need to be explored. Meetings with the trade union representatives took place to discuss the low response rate to the survey and get their views on how this could be improved in the future. Staff were asked to rate their wellbeing before and after Covid: 57% said they were happy, contented, relaxed compared to 63% prior to Covid. The results also revealed: a huge shift to home working as a result of the pandemic, which is to be expected; that some measures need to be put in place to increase staff confidence in returning to work in the office/on-site; 96% compared to 92% in 2020/21 felt trusted to do their job. Overall the number of staff who state they have experienced harassment, bullying or abuse had decreased compared to the last survey.

The Scrutiny Working Group were also pleased to hear that human resources functions will be brought together under one Head of HR and Service Centre. The Workforce Strategy has 4 Key Themes and 9 Key Strands. Underneath each Strand there are a series of agreed activities with key milestones and success criteria identified. The Strategy contains a specific Strand on "Workforce Development" and progress has already been made on activities, such as the development of a coaching framework. A coaching framework has been developed to give opportunity for staff to undertake coaching and mentoring and help re-enforce good practice and development. The

Leadership Hub has been rebranded to “Let’s Talk” and offers staff an opportunity to hear from leaders and learn about leadership, values and behaviours in a safe environment. The Authority has co-produced training and development opportunities with Gower College and supporting the development of apprenticeships in areas across the council, to help grow our own workforce. The Scrutiny Working Group heard that the workforce strategy includes a specific Strand on “Equality in the Workplace”, which has seen the establishment of a Workforce Equalities Group to progress and deliver on improvements to workforce equalities issues. A further key strand on “Supporting our Workforce” will deliver on and monitor improvements to workforce wellbeing issues.

The Workforce Strategy has been developed following thorough consultation with elected members, leadership teams, Trade Unions and employees and has accounted for corporate and service level plans, council vision and key objectives. Following receipt of the Staff Survey results, Focus Groups were held with Trade Union Representatives and a cross-section of employees on each of the Key Themes. There were also consultation sessions with elected members through the Equalities & Future Generations Policy Development Committee. The key messages from these exercises were as follows:

- Employees welcomed the engagement and want more of it.
- The Key Themes and Strands identified in the Workforce Strategy are the right ones.
- There was a recognised need for the Council’s Principles, Values and Behaviours to be reviewed and refreshed.
- Workforce Planning was seen to be key to the development of the future workforce, particularly in succession planning.
- There was need for consistency in applying good leadership practices across the Council.
- Better and more consistent performance and development discussions need with staff.
- The opportunity should be taken to seek cross-Council efficiencies in organisational structure.
- Pay and grading was a key issue in that we were not competitive or attractive and the current job evaluation scheme needed to be replaced.
- Recruitment practices and processes would be improved. We don’t sell ourselves well.
- Greater investment and consistency needed in Learning & Development provision.
- Recognised need for investment in health and wellbeing- not pro-active enough during Covid.
- Greater engagement need with equalities communities.

All of these comments are being taken into consideration in development of the Workforce Strategy.

Areas for continued improvement

- Respond to the key messages from engagement exercises and finalise the Workforce Strategy.
- Seek to improve the number of responses to the staff survey.
- Reduce staff sickness.

**Asset Management**

|   |
|---|
| <p><b>Criteria</b></p> <p>Assets are managed and utilised to maximise the economic, efficient and effective use of resources to achieve aims and objectives and maximise social, economic, cultural and environmental well-being now and in the future.</p> |
|---|

| Self-assessment          |  |  |   |                          |
|--------------------------|--|--|---|--------------------------|
| 1. Not in place          | 2. Limited Application and effectiveness | 3. Mixed Application and effectiveness | 4. Strong Application and effectiveness | 5. Embedded              |
| <input type="checkbox"/> | <input type="checkbox"/>                 | <input type="checkbox"/>               | <input checked="" type="checkbox"/>     | <input type="checkbox"/> |

### Evidence

A new Asset Management Plan 2021/25 was adopted at Council on 1<sup>st</sup> July 2021. The new plan represents a corporate approach to asset management and is a development of the previous Asset Management Plan that covered an extended 4-year period 2017/21. The Asset Management Plan is underpinned by the Well-being of Future Generations Act 2015 and it supports the delivery of the Council's well-being objectives in its corporate plan. Assets will be managed for the long-term benefit of people and communities and they will be involved in decisions on their use.

The key aspects of the Asset Management Plan are contained within 6 priorities.

- Corporate Landlord
- Disposals
- Property Investments
- Regeneration and Economic Development
- Capital Programme
- Collaboration

The Council has made significant progress in each of these 6 priorities over the last 4 years and the new Asset Management Plan maps out how they will be taken forward over the next 4 years. The Council continues to hold a large and varied portfolio of considerable value, but also, in practice, a considerable liability. The financial position of the Authority continues to be one of expected longer term constraint of capital and revenue but opportunities will continue to be maximised to take forward asset usage, transformation and investment in the nearer term relying on especially advantageous rates of borrowing, resilient specific reserves, grant funding and partnership opportunities. The Council's wider portfolio assists the wider Capital Programme, but also has continued liability of capital investment. The revenue budget is assisted with the income producing assets raising for the Council circa £7.4m, but there remains a challenge over the ongoing reduction of the revenue commitments for the wider operational portfolio. As a result of the disposal of larger sites temporarily on hold pending decision on appropriation of sites to the HRA to enable the More Homes Project, there is likely to be an affect profiling capital receipts in the short term within the disposal programme.

### Corporate Landlord

In recent years the roll-out of the Agile Working Programme has created a flexible workforce and as a consequence the Council has been able to decrease their footprint within the Civic Centre. The current pandemic has intensified the pace of these new ways of working and as a result has decreased the need for traditional office space longer-term. This reduction in space has allowed the Council to capitalise on commercial opportunities and accommodate tenants, providing significant financial benefits. It has been important to be able to accommodate many of these tenants since the current proposal is that they will relocate with the Council to a new Public Sector Hub, making the business case for a new development more feasible.

The focus of the accommodation strategy for the next 12 months will be to complete the roll out of Agile working at the Guildhall in line with the revised agile working policy and continue to explore commercial opportunities in the Civic Centre. In addition, there will be the development of Public Sector and Community Hubs within the city centre to potentially house the library, family history and Archives along with an employability hub and the Council's contact elements currently in the Civic Centre.

#### Disposals

The Council's approach to disposals has been to take a commercial approach, maximising returns whilst also supporting the Council's 'More Homes' initiative to build more Council housing. The primary activity involves providing greater certainty over expected capital receipts and to ensure maximising returns and minimised delays in completion. Additional disposals have been targeted through the identification of relevant sites within the deposit draft LDP and working up the stage feasibility and site investigations to enable timetabled disposal within a four-year programme. The wider universal review identified a number of smaller scale opportunities, which whilst producing lower capital receipts, will also reduce revenue commitments.

Further planned improvement will be to investigate, report and agree the opportunity for the council to act as developer, which whilst removing some sites from the disposal programme, will add value through the recovery of any developer's profit.

#### Property Investments

A major piece of work undertaken related to the independent review undertaken by JLL, which validated the current approach with regards to the investment portfolio. The main findings of the report were that the current estate management strategy was sound and demonstrated large areas of good practice. This review also identified a property investment fund be created to maximise the Council's strategic position. The creation of a fund, building on the knowledge of the Swansea property market coupled with the ability to borrow at beneficial rates, would place the Council in an advantageous position. This has been set up and good progress has been made in identifying opportunities and progressing negotiations. Since its inception in 2017, the Council has acquired three investment properties at a cost of £8m whilst returning £660k of annual income. All investments purchased to-date exceed the cost of borrowing and provide a net contribution to the overall revenue budget. Now that the investment model is proven, a review of the initial £5m mandate is required so that the Council can pursue larger lot sizes which can often yield better returns.

#### Regeneration & Economic Development

Copr Bay works have continued to make significant visible progress. Work has been completed on the construction of a 3,500 capacity arena alongside the completion of the Copr Bay site. The Ambassador Theatre Group has been awarded the contract to operate the Arena. The new bridge over Oystermouth Road, a new MSCP and the 1.1-acre coastal park have also opened to the public. Other components of the scheme, including the residential block, North MSCP, and church hall are all significantly advanced and nearing practical completion.

Works have also now commenced on the Kingsway Employment Hub building to construct a major new high-tech office development that will provide space for 600 jobs in Swansea city centre. Set for completion in early 2023, the five-storey development will include 114,000 square feet of commercial floorspace, providing flexible co-working and office opportunities for innovative tech, digital and creative businesses. The development will be carbon zero and worth £32.6 million a year to Swansea's economy. It will feature state-of-the-art digital connectivity, a roof terrace, greenery and balconies overlooking the city centre and Swansea Bay.

Substantial progress has also been achieved at the Hafod Copperworks Powerhouse project with shell and core works completion targeted for July 2022. The iconic Musgrave Engine House has been restored and Vivian Engine House repairs are underway. Work has also continued on the 110 year old Bascule Bridge working closely with Cadw. The historic but derelict Palace Theatre was acquired by the Council both saving a part of Swansea's heritage and acting as a regeneration catalyst for the Upper High Street; grant funding was secured and design and refurbishment works are underway. The innovative digital workspace will offer a home for growing businesses in the tech, digital and creative sectors; Heads of Terms have already been signed with the lead tenant Tramshed Tech.

### Capital Programme

There has been a significant increase in the budget allocation both from within the Council and from Welsh Government which has resulted in a reduction in the backlog maintenance for education establishments. In 2018 Faithful & Gould advised that the Education backlog maintenance figure was approximately £43 million; over the last 3 years circa £15 million has been spent on educational properties indicating the current backlog maintenance figure is approximately £30 million. Similarly the Housing Capital maintenance budget has increased year-on-year allowing the authority to concentrate on the issues of homelessness, climate emergency and decarbonisation. All projects within Band A of the QEd/Sustainable Communities for Learning Programme and three projects (the new PRU and two Welsh-medium primary school builds) from Band B have been delivered. A Welsh-medium secondary is due for completion in May 2022, and an English-medium secondary by May 2023 to ensure more learners benefit from schools of a 21st century learning standard that are in good condition and with suitable buildings and appropriate outdoor spaces.

As of February 2021, the backlog maintenance within Swansea Council assets is in the region of £211M. Projects will be selected on a priority basis. The criteria for selection (unless otherwise stated) were based upon condition rating, legislative compliance, health and safety indications, likelihood of failure and business continuity. The Asset Management Group will review and inform the emerging Capital Strategy.

### Collaboration

The work of the Council has seen the co-location of Housing/Library Services in Gorseinon; a trial of Clydach Hub identified lessons learnt to inform the new City Centre Community Hub. The Council acts as lead body for Ystadau Cymru in Swansea Bay; and Community Hub and Public Sector Hub opportunities are being promoted to ensure landmark collaborative schemes.

Next stages include the formalisation of the Community Asset Transfer Policy and continued negotiation around ongoing CATs. The co-ordination of the Local Property Board, as part of the Ystadau Cymru initiative to ensure linkages with the vision, remains to ensure sustainable and improved access to Council services using existing local assets "differently"; this is helping empower citizens to provide and support them in what they need within their community. This includes the completion of the City Centre Community Hub to inform the model and branding for a network of Community facilities tailored to meet the specific needs of those communities. All buildings identified will be operated within the adopted Community Hub model to be effective within the life of the Asset Management Plan. A review of the CAT policy will also take place to ensure it is aligned with the land transaction rules.

### Covid-19

On the 15th October 2020, Cabinet approved the strategy on the initial re-mobilisation of the Council and the immediate priorities from the COVID-19 crisis, the longer term plan from recovery to framework to replace Sustainable Swansea Strategy with Swansea – Achieving Better Together.

Many aspects of the Asset Management Plan 2021/25 will ensure continue support for resilience within Council Services with a particular emphasis on the built environment and the regeneration of the wider economy. Changes will be needed to react to the challenges of the uncertainty, in particular around the economy and the local financial position.

As a result of the COVID pandemic, the Council's commercial rents dropped significantly during the period 2020/21, which was primarily due to the volatility within the local property market and the general inability for tenants to trade. In order to support its tenants, the Council offered financial support during this period (for qualifying tenancies) in the form of rent-free periods to ensure tenant failure & associated voids were minimised, whilst also trying to protect jobs for the local economy. The Council's financial stimulus resulted in an overall reduction in income received from the commercial property portfolio but was necessary to protect long term income streams. Although the immediate risks have been mitigated, the short/medium term impacts of COVID are still relatively unknown and therefore it is very difficult to forecast the impact this may have until the market has an opportunity to recover. As a significant amount of the Council's commercial portfolio is leased on a long-term basis, the revenue it receives through the Head lease gearing/turnover is not within the Council's immediate control and therefore it is anticipated that the level income will likely fluctuate for the foreseeable future.

#### Climate Change

In June 2019, Swansea Council declared a climate emergency. In response to this a programme of activity is being developed to support the delivery of Net Zero Carbon Council by 2030 and Net Zero Swansea by 2050. In order to achieve net zero by 2030 the council needs to reduce or offset its current total emissions which equate to 27,500TCo<sub>2</sub> for 2019/20. This includes: Council Buildings – the Energy Strategy and Carbon Management Action Plan, approved by Cabinet on the 19th November 2020, details initiatives to support the net zero carbon journey e.g. increase the pace and scale of the Re:Fit Cymru programme, with the provision of available resource and finance; a commitment to construct and build new schools and future civic buildings to net carbon zero. The combined effect of these two commitments could equate up to a 20% reduction in emissions equivalent to 20% or 4000T Co<sub>2</sub>. The intention of increasing tree cover and other measures as part of the council's biodiversity plan, such as the installation of a new green infrastructure, will also support the offsetting of carbon emissions.

#### Areas for continued improvement

- Implement the Asset Management Plan 2021/25 and monitor and report on progress.

#### **Performance Management**

| <b>Criteria</b>  |   |   |  |                    |
|--|---|---|--|--------------------|
| There are a complimentary set of corporate and service-level plans and strategies in place which set out a Council vision and key objectives                             |   |   |  |                    |
| Performance targets and outcomes to deliver corporate and service aims and objectives are identified and measured with democratic oversight to drive improvement actions |   |   |  |                    |
| Performance and outcomes are benchmarked with appropriate comparators to ensure value for money and continuous improvement.  |   |   |  |                    |
| <b>Self-assessment</b>   |   |   |  |                    |
| <b>1. Not in place</b>   | <b>2. Limited Application and effectiveness</b> | <b>3. Mixed Application and effectiveness</b> | <b>4. Strong Application and effectiveness</b> | <b>5. Embedded</b> |

|                          |                          |                                     |                          |                          |
|--------------------------|--------------------------|-------------------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
|--------------------------|--------------------------|-------------------------------------|--------------------------|--------------------------|

### Evidence

The City & County of Swansea published its corporate plan in 2017 as required by the Well-Being of Future Generations (Wales) Act 2015, which included a summary of its well-being statement and key priorities, known as 'Well-being Objectives'; the corporate plan has been refreshed each year since then. The council's corporate plan describes the steps being undertaken to meet our Well-being Objectives and contribute to the seven national well-being goals outlined in the Act.

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

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

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

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

Performance is measured via corporate performance monitoring reports. Quarterly and annual Corporate Performance Monitoring Reports to the councils Corporate Management Team and Cabinet track progress meeting the Council's priorities (Well-being Objectives) set out within the Corporate Plan; all quarterly and annual performance monitoring reports are reviewed at Scrutiny as part of the democratic oversight of performance and improvement. Benchmarking performance data at a service level is done through membership of Association for Public Service Excellence (APSE) performance networks. Opportunities for other national comparisons were limited following the removal of the Public Accountability Measures (PAMs) by Welsh Government. Data Cymru are currently working with local authorities in Wales to produce a self-assessment performance dataset to help try and plug this gap.

Corporate performance monitoring and reporting was suspended in March 2020 whilst officers were otherwise engaged or impacted following the lockdown in response to the COVID-19 pandemic. Recovery took place in June 2020 but was subsequently suspended again in January 2021 following the publication of the Q1 2020/21 Performance Monitoring Report as a result of the second wave of COVID-19. Performance reporting was recovered again in time for Q1 2021/22 but performance targets were not set, the existing performance indicators were retained and not reviewed whilst the Covid pandemic was still in progress. Measuring improvement assessed against the previous comparable reporting period was however maintained when reporting recommenced.

The Local Government & Elections Act 2021 was introduced during 2021/22. As part of the new duties introduced by the Act, the council strengthened and put in new arrangements for self-assessment. The aim of self-assessment, culminating in the annual self-assessment report, is so that the Council continually challenges itself to do better and builds the learning into its plans and arrangements, helping to drive continuous improvement. The approach Swansea adopted was to integrate self-assessment into existing improvement and assessment activity, including within the quarterly and annual performance monitoring reports through the introduction of a self-reflection Tool, adapted from the tool developed by the Future Generations Commissioner, at Q2 and end of year. The advantage of this approach is that it avoids establishing a new and separate, parallel process for corporate self-assessment and instead builds it into what already exists, which is set out as desirable within the statutory guidance.

The information derived from this integrated approach will be used each year to develop the Council's Annual Governance Statement and Annual Review of Performance, which incorporates both the Annual Well-being Report required under the Well-being of Future Generations Act and the Self-Assessment Report as required by Part 6 of the Local Government & Elections Act.

The outcome from the self-assessment process undertaken at half-year and at year-end concluding in the annual report should, through the performance management and scrutiny process, seek to determine how effective are the Councils arrangements and identify ways to improve them. The learning from this process should then be fed back into plans and into improving the effectiveness of arrangements.

Audit Wales recently undertook a review of the arrangements all Councils have in place for responding to the requirements of the Local Government and Election (Wales) Act 2021. Audit Wales concluded that Swansea Council's approach has several positive attributes including:

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

In terms of improvement, Audit Wales noted that the response rate to the public consultation survey was low and that there were a number of challenging results to some of the survey questions, such as those around the Council having good governance arrangements. The low response rate might have skewed the results of the survey. Audit Wales reflected that it will be important to ensure that the output for the Council's self-assessment reflects the feedback from the whole survey. Audit Wales noted the Council's intention to undertake an evaluation of the process at the end of the first iteration and to learn any lessons and improve the approach. This includes looking at the consultation activity and work to improve the amount of review, scrutiny and challenge to the self-assessment process.

Following the local government elections in May 2022, the development of a new Corporate Plan for the 2023/27 period will take place during 2022 and will also entail a review of the corporate performance indicators to help measure progress. It is expected that the new Corporate Plan and associated performance indicators will be in place by 1<sup>st</sup> April 2023. In the meantime, the current suite of corporate performance indicators for 2022/23 reporting will be reviewed for continued relevance, making only essential changes whilst work takes place on the new corporate plan and associated performance indicators; annual performance targets will also be re-established for 2022/23 end-of-year reporting.

#### Areas for continued improvement

- Review the current suite of corporate performance indicators for continued relevance for 2022/23 reporting and set annual targets for end-of-year reporting.
- Develop a Corporate Plan and associated performance indicators for 2023/27.
- Look for ways to improve the consultation and engagement process for the annual self-assessment.
- Review and work to improve the amount of review, scrutiny and challenge to the self-assessment process.

#### **Consultation outcome**

The council undertook a survey of the public, local businesses, Council staff and trade unions in 2021/22.

There was a low response rate to the survey – under 100 responses - despite the Council doing its best to publicise the survey, including sending direct emails to stakeholders. The low response rate to the survey might have affected confidence in the results.

Respondents were asked to what extent they agreed or disagreed that Swansea Council uses its resources effectively to deliver value for money for local taxpayers?

Almost a third of respondents (29%) agreed that Swansea Council used its resources effectively to deliver value for money for local taxpayers. However, over a half of respondents (58%) disagreed with the statement. A further 13% of respondents neither agreed nor disagreed as to whether Swansea Council used its resources effectively to deliver value for money for local taxpayers.

Just under half of all respondents (49%) responded to an open ended question about what more the Council could do to use its resources more effectively to deliver value for money to local taxpayers.

Suggestions given included: focusing on more front line services, improving consultation and engagement with the public, investing more in housing, roads, tourism, focusing on deprived parts of Swansea and improving public transport.

#### Areas for continued improvement

- Look for ways to improve the consultation and engagement process and improve response rates for the annual self-assessment.

#### **Conclusion to Part 2**

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

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

The evidence in Part 2 of this assessment shows that:

There is a **strong application and effective use of resources** around financial management, procurement and asset management.

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

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

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

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

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

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

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

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

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

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

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

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

### Vision, strategy and performance

| <b>Criteria</b>  |   |   |  |                          |
|--|---|---|--|--------------------------|
| There are a complimentary set of sustainable corporate and service-level plans and strategies in place which set out a Council vision and key objectives                 |   |   |  |                          |
| Performance targets and outcomes to deliver corporate and service aims and objectives are identified and measured with democratic oversight to drive improvement actions |   |   |  |                          |
| Performance and outcomes are benchmarked with appropriate comparators to ensure value for money and continuous improvement.  |   |   |  |                          |
| All staff have had induction training and an annual appraisal and are clear as to their objectives and training and development needs.                                   |   |   |  |                          |
| <b>Self-assessment</b>   |   |   |  |                          |
| <b>1. Not in place</b>   | <b>2. Limited Application and effectiveness</b> | <b>3. Mixed Application and effectiveness</b> | <b>4. Strong Application and effectiveness</b> | <b>5. Embedded</b>       |
| <input type="checkbox"/>   | <input type="checkbox"/>                        | <input checked="" type="checkbox"/>           | <input type="checkbox"/>                       | <input type="checkbox"/> |

### Evidence

The Council has a corporate plan that contains a well-being statement, which sets out the council's six key priorities, or well-being objectives, and its values and principles. The corporate plan covers a five year period and is refreshed each year to ensure it remains current. Each well-being objective is delivered through a number of steps, which are aimed at maximising the council's contribution to improving well-being in Swansea and Wales. The council maximises its contribution to improving well-being by working sustainably to deliver the steps. It does this through long-term planning, preventing problems from occurring or from become worse, working collaboratively with others, avoiding duplication and conflict with other priorities and involving others. The corporate plan involved engagement with a number of stakeholders during its development, including people with protected characteristics.

The delivery of the corporate plan is measured through the quarterly and annual performance monitoring reports and through its Annual Review of Performance, which meets its duties to produce an annual self-assessment report and annual well-being report under the Local Government & Elections Act 2021 and Well-being of Future Generations (Wales) Act 2015 respectively. See Part 1 – performance - for the council's self-assessment on progress delivering its functions meeting its well-being objectives in the corporate plan; and Part 2 – performance management - for more information on the extent to which the council effectively uses its resources.

Each service has a plan that expresses its own priorities and shows how each service is contributing to the Corporate Plan. Service plans are reviewed each year and progress is reviewed by services and helps inform appraisals and one-to-one meetings through their own arrangements. There is no corporate oversight of the delivery of service plans; but a self-assessment was built into the service planning process during 2021/22 as part of the wider effort to develop self-reflection arrangements, which allows services to reflect and identify successes, barriers and areas for improvement. The annual appraisal process was paused as per corporate guidance during the pandemic but staff continued to have one-to-one and team meetings; the appraisal process is being restarted and is being reviewed as recorded in the Annual Governance Statement 2021/22.

There are a set of complimentary strategies and plans to the corporate plan. The “Swansea – Achieving Better Together, Transformation Strategy & Programme Framework” aims to ensure that the council is sustainable, efficient and effective in what and how it delivers its services. As well as identifying the priorities in the short and medium term, the Achieving Better Together framework aims to set the foundations for establishing the longer term shape of the council, looking ahead to the next 20 years to 2040. The programme is split into three phases: phase 1 remobilise after covid; phase 2 refocus (up to May 2022), and; phase 3 reshape (after May 2022). Progress is reviewed and updated on a monthly basis by the Recovery, Reshaping and Budget Strategy Board. The Re-focus phase has set the 2022/23 budget and refreshed the MTFP – see Part 2 Financial Management. The phase 3 - Reshape will look beyond 2022 and will be subject to the new corporate plan 2023/27.

The council’s budget and MTFP and associated financial planning are well-embedded and links to the corporate plan, Achieving Better Together, national settlement, grant terms and conditions and other council plans – see part 2 Financial Management. The Council developed a new Workforce Strategy for 2022 to 2027, which accounts for corporate and service level plans, council vision and key objectives – see Part 2 Workforce Planning. The Asset Management Plan is underpinned by the Well-being of Future Generations Act 2015 and it supports the delivery of the Council’s well-being objectives in its corporate plan – see Part 2 Asset Management.

#### Areas for continued improvement

- See Part 2 – including financial management, performance management and workforce planning.

#### **Organisational Governance, Ethics and Values.**

| <b>Criteria</b>  |   |   |  |                    |
|--|---|---|--|--------------------|
| There are comprehensive and maintained frameworks and codes in place for governance, ethics and values that are applied and observed consistently  |   |   |  |                    |
| The application of ethics and values is evident in the way options are appraised and decisions are made.   |   |   |  |                    |
| There is productive working with external regulators and sound compliance with their recommendations and proposals for improvement   |   |   |  |                    |
| All decisions are assessed for impact and documented to give due consideration to equality and the sustainability of services and encompass the needs of future generations and people with protected characteristics. |   |   |  |                    |
| <b>Self-assessment</b>   |   |   |  |                    |
| <b>1. Not in place</b>   | <b>2. Limited Application and effectiveness</b> | <b>3. Mixed Application and effectiveness</b> | <b>4. Strong Application and effectiveness</b> | <b>5. Embedded</b> |

|                          |                          |                          |                                     |                          |
|--------------------------|--------------------------|--------------------------|-------------------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
|--------------------------|--------------------------|--------------------------|-------------------------------------|--------------------------|

### Evidence

Governance ethics and Codes are set within the council's constitution, Corporate Plan and Standing Orders and Financial Regulations. The Council also follows best practice in terms of statutory functions, such as CIPFA for financial management and Audit. The behaviour and expectations of officers/members is set out in the Constitution, Officer and Member Code of Conduct and Protocol. The Monitoring Officer provides training on the code of conduct and ensures the highest standards of conduct by the authority, members and officers – including use of Council email protocol. The Standards Committee is responsible for monitoring and scrutinising the standards of Members. The constitution outlines Member-led authority principles with training to senior officers and Cabinet members. The Constitution sets out requirements as to gifts and hospitality and there are regular reminders circulated to both officers and members. There is a member/member dispute resolution protocol which has been adopted. The Constitution contains comprehensive Procurement and Financial Procedure Rules.

The Statutory officers and Members ensure compliance with legislative and regulatory requirements via a robust framework including the scheme of delegation, induction training, standing procedures and rules set out in the Constitution. Reports to Committees have legal/finance clearance and must be subject to an Integrated Impact Assessment to assess the implications of decisions for people with protected characteristics and future generations. There is a robust Scrutiny and Call-In function and challenge from Governance & Audit Committee. External challenge is in place from auditors, Ombudsman and other external agencies. The Monitoring Officer ensures the Council complies with statute and reports on any maladministration.

The Standards Committee Annual Report 2020/21 was presented to Council on 2 December 2021. The Report reflected the Committee's view that generally the conduct of members was high with the Committee only having to consider one complaint against a community councillor.

In their Annual Audit Summary 2021, Audit Wales concluded that the Council had met its duties and requirements. The Governance & Audit Committee however were concerned in 2021/22 to ensure that all Audit Wales recommendations are recorded and tracked for an appropriate response in a consistent way.

### Areas for continued improvement

- Put arrangements in place to ensure that Audit Wales recommendations are recorded and tracked in a consistent way.

### Organisational leadership.

|  |
|--|
| <b>Criteria</b>  |
| There is strong and effective political and professional leadership and working relationships.   |
| There is an organisational operating model and a preferred working culture, which is effective   |
| There are arrangements and training in place to develop leadership capacity and capability to meet present and future needs and demands and which supports sustainable ways of working |
| <b>Self-assessment</b>   |

| 1. Not in place          | 2. Limited Application and effectiveness | 3. Mixed Application and effectiveness | 4. Strong Application and effectiveness | 5. Embedded              |
|--------------------------|--|--|---|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/>                 | <input type="checkbox"/>               | <input checked="" type="checkbox"/>     | <input type="checkbox"/> |

### Evidence

Cabinet and corporate management team work closely together. There are excellent working relationships between the service and Cabinet members and Group leaders and wider elected members. The relationship between officers and members and their roles and responsibilities are documented in the Constitution and through the procedure rules. Member/ officer relationships has been subject to recent discussions enabled by an external party; this focused on a optimising the understanding of political and officer roles.

Senior officers meet weekly as a Corporate Management Team. CMT comprise those officers with statutory functions who provide a professional lead. Appointments to professional posts i.e. heads of service and above, are made on merit and are dependent on appropriate qualifications. Heads of service are appropriately equipped to provide professional leadership for their staff. Corporate management team and heads of service work closely together and collaborate in leadership team meetings. Monthly one-to-one meetings take place between directors and/or heads of service and cabinet members.

There is a joint cabinet and corporate management team meeting every two weeks. The boards or steering groups, such as the Achieving Better Together transformation board, are chaired by political leaders. The corporate plan and associated plans and strategies, such as the workforce strategy, engage members in their development, such as through the Policy Development Committees, and are signed off by the cabinet or council.

The cabinet is aligned to the various directorates and services and reports are signed off by cabinet members and directors. Cabinet members provide leadership and direction early on collectively at CMT/Cabinet Away days and in one-to-one meetings with directors and heads of service. Cabinet members lead on reports at cabinet meetings. There are clear links from the service through to political leadership both in regular meetings with cabinet members and the Leader and also through the democratic processes.

Clear officer advice is provided formally in all reports. Clear formal and often informal advice is given by officers in strongest terms to members. Ultimately members decide but the advice of statutory officers, such as Directors, the Section 151 Officer, Monitoring Officer and responsible staff is delivered openly with no fear of speaking out. Staff surveys and feedback indicate that the majority of staff feel valued, managed and well-led by the senior leadership team.

Open productive honest relationships with all members and often very frank exchanges of views takes place, albeit more often informally than in formal evidenced sessions. When the formal officer advice is needed to be given, it is in formal reports to cabinet or council; examples include the annual budget and MTFP.

There is a clear operating model within the council, based on the corporate values and governance requirements. There is a management structure embedded. The management structure is

embedded in the constitution and has been subject to recent review by the Chief Executive / Council.

Arrangements for training are in place. All officers are required to undertake mandatory training and e-learning as defined within their job role. In addition, any professional officer required to undertake continuous professional development to maintain their qualification is supported to do that. There is a limited training budget available across the council and this is an area that requires review.

A coaching development framework has been adopted to enable support and development across the council. Internal advice and awareness training is given to staff e.g. completion of integrated impact assessments, risk control measures and socio-economic duty awareness sessions. Several members of staff have been on leadership training and opportunities are taken to develop staff by deputising etc. for senior colleagues.

There are informal training plans but these are not well documented and Covid limited the opportunities for development; the workforce strategy should help the council to take this forward. There are opportunities for training, although this is subject to budgetary constraints. Each service unit encourages training and training needs are picked up in appraisals and one-to-one meetings. The staff survey did highlight some concerns on training opportunities, which is an area that will be addressed through the workforce strategy.

Training of decision makers including CMT, Leadership Team and Members has taken place on the socio-economic duty. The training programme for elected members after May 2022 has been updated to reflect the training requirements, along with the various committee who have been directly affected by the Local Government & Elections Act, such as Governance & Audit Committee. Training on the Well-being of Future Generations Act is incorporated in the action plan to deliver the workforce strategy.

#### Areas for continued improvement

- See Part 2 – workforce planning.

#### **Customer & Community Engagement and Involvement.**

| <b>Criteria</b>  |   |   |  |                          |
|--|---|---|--|--------------------------|
| There are comprehensive and maintained strategies / plans / policies in place for customer and community engagement and involvement.                             |   |   |  |                          |
| Customer and community feedback and involvement are effectively used in reviewing performance and shaping services.  |   |   |  |                          |
| There is good engagement with stakeholders, including people with protected characteristics, in framing policy and in the making of key service policy decisions |   |   |  |                          |
| <b>Self-assessment</b>   |   |   |  |                          |
| <b>1. Not in place</b>   | <b>2. Limited Application and effectiveness</b> | <b>3. Mixed Application and effectiveness</b> | <b>4. Strong Application and effectiveness</b> | <b>5. Embedded</b>       |
| <input type="checkbox"/>   | <input type="checkbox"/>                        | <input type="checkbox"/>                      | <input checked="" type="checkbox"/>            | <input type="checkbox"/> |

## Evidence

The Council has appropriate structures in place to encourage public participation which is used to inform proposals and key decisions including:

- A Consultation and Engagement Strategy.
- A Co-production Framework.
- “Have your Say” consultations on website.
- The Scrutiny Programme Committee invites stakeholder contributions and participation.
- A Staff Survey with responses considered by CMT/Senior Management.
- A Complaints Policy and Annual Report to assess organisational learning and change.
- The appointment of Councillor Champions who provide a voice for under-represented groups.
- An Integrated Impact Assessment to assess the equality, socio-economic and sustainability impacts on people with protected characteristics and future generations.
- A new Public Participation strategy under development.

There is appropriate consultation and engagement supporting the decision making process including annual budget consultation, co-production, engagement with trade unions and engagement with disability and LGBT communities. The results of consultation exercises are fully considered by decision makers with consultation responses set out in reports. The council undertook consultation on its performance and on its corporate plan in 2021/22, which included the public, people with protected characteristics, local businesses, council staff and trade unions. There was a low response rate to the survey but the results of the survey are being reflected within this report and ways to improve the response rate will be reviewed.

Performance is monitored through the complaints comments and complainants being reported through to departmental management and performance and financial management meetings. Specific customer facing departments undertake surveys or monitor standards. Some internal customers are also surveyed for satisfaction, e.g. Digital Services service desk performance is reported monthly, which gives performance against key performance indicators and customer feedback and compliments; the scrutiny team regularly send out questionnaires to those using the service as to how they have done. Complaints targets are stipulated in the policies and are reported as part of the annual complaints report. Customer Services targets were under review in 2021/22 as a result of the pandemic, which altered the way customers access services. Feedback from customers with regard to processes and ways of working are fed back to services.

The Corporate Complaints Policies were reviewed to ensure they were in line with the Public Services Ombudsman (Wales) Act 2019 and the Welsh Language Standards. The Annual Complaints Report 2020/21 was presented to the Governance & Audit Committee in December 2021 as a result of the new Local Government and Elections (Wales) Act 2021 to provide assurance around the Council’s complaints handling processes. The Committee welcomed the report but noted that it was important not to overlap the work of Scrutiny Committee. The report was presented to the Scrutiny programme Committee on the 15<sup>th</sup> March 2022. In addition, the Ombudsman’s annual report was presented to Cabinet in November 2021. The Annual Complaints Report reflects the continued emphasis on prompt resolution of complaints and includes compliments about services. 73 complaints were made to the Ombudsman including corporate complaints and Social Services (there were 92 cases received in 2019/20). 67 of which were closed within the year, and nine of which received intervention (early resolution / voluntary settlement (5) or were upheld (4)). PSOW complaints reduced compared with the 92 closed in 2019/20. There was an assurance that there were no s16 Public Interest reports during the year.

Areas for continued improvement

- See Part 2 – performance management.
- Continue the development of a Public Participation Strategy, as required by the Local Government and Elections (Wales) Act 2021.

**Risk Management and Business Continuity.**

| <b>Criteria</b>  |   |   |  |                          |
|--|---|---|--|--------------------------|
| There is a comprehensive and maintained risk management policy and framework in place.                   |   |   |  |                          |
| All relevant risks are managed in line with the Council’s approved Risk Management Policy and Framework. |   |   |  |                          |
| Business Continuity plans are in place and are regularly updated and tested.                             |   |   |  |                          |
| <b>Self-assessment</b>   |   |   |  |                          |
| <b>1. Not in place</b>   | <b>2. Limited Application and effectiveness</b> | <b>3. Mixed Application and effectiveness</b> | <b>4. Strong Application and effectiveness</b> | <b>5. Embedded</b>       |
| <input type="checkbox"/>   | <input type="checkbox"/>                        | <input type="checkbox"/>                      | <input checked="" type="checkbox"/>            | <input type="checkbox"/> |

**Evidence**

A Corporate Risk Management Framework was approved by Cabinet in August 2017 and a new Risk Management IT system was introduced across the Council in 2020/21. All corporate, directorate and service level risks are recorded in the corporate risk register. Risk is a standing item on monthly departmental and performance and finance meetings. A monthly report on risk is reported to the corporate management team and a report on the status of corporate risks in the council is reported each quarter to Governance & Audit Committee. The Council’s Risk Management Framework requires all Risks to be reviewed and the Red/Amber/Green status updated every month. Risks are “deactivated” within the Risk Register by Responsible Officers when necessary, and this can only be actioned by officers with appropriate system access; reasons for deactivating risks must be provided.

An internal audit was undertaken on corporate risk management in 2021/22. The findings report confirmed that reports on risks had been reviewed every month by CMT during 2021/22 and they represented a comprehensive review of the status of all Risks in the Council’s Risk Register, which includes risk escalations / de-escalations. It was also confirmed that reports on Corporate Risks had been presented to the Governance & Audit Committee for all of the completed quarters of 2021/22. A review of all of the Corporate Risks as at March 2022 (18 in total) revealed that all had been updated within the last month as required. All 18 Corporate Risks were also checked to determine whether updates were recorded every month in the last three months. This revealed that 17 out of the 18 risks had been updated; while 1 out of the 18 had been updated in February and January 2022, prior to that it had not been updated since October 2021. A check was carried out to confirm that where Risks had been deactivated, a reason had been provided. All were examined and it was found that a reason had been provided in each case.

Concern was expressed by the Governance & Audit Committee at its meeting in February 2021 on the adequacy of the Control Measures recorded in the register for Corporate Risks. As a result, during 2021/22, Directors have been required to attend the Governance & Audit Committee on a rotational basis to outline the governance and risk management controls within their directorate; additional training on Control Measures has been provided to Directors and Heads of Service and all

Responsible Officers in 2021/22. The Control Measures for all Corporate Risks were also reviewed in January 2022 and feedback provided to corporate management team on whether they are “SMART” – Specific, Measurable, Achievable, Relevant and Time-Bound. As part of the audit a test was carried out on all of the Control Measures for all of the Corporate Risks to confirm that they were appropriate, complete and were “SMART”; all were found to be satisfactory other than 3 risks.

The Internal Audit Section operates a system of Assurance levels which give a formal opinion of the achievement of the service’s/system’s control objectives. The Assurance levels vary over four categories: 'High', 'Substantial', 'Moderate' and 'Limited'. Based on the audit testing undertaken, it was found that almost most procedures were operating satisfactorily, with only a small number of matters requiring improvement. As a result, an Assurance Level of ‘**Substantial**’ was given. This indicates that ‘There is a sound system of internal control but there is some scope for improvement as the ineffective controls may put the system objectives at risk’.

Project risks are managed and monitored through their Boards / steering groups or governance arrangements. Business continuity plans are in place and are reviewed annually.

#### Areas for continued improvement

- Implement recommendations from 2021/22 Internal Audit Report on risk management to continue regular updates and ensure control measures remain SMART.

#### **Partnership / collaboration governance.**

| <b>Criteria</b>   |   |   |  |                          |
|---|---|---|--|--------------------------|
| There is active and effective governance arrangements and engagement in partnerships and collaborations helping to achieve corporate aims and objectives. |   |   |  |                          |
| The key partnerships and collaborations for which the service / council is (co) responsible perform well against their aims and objectives                |   |   |  |                          |
| <b>Self-assessment</b>  |   |   |  |                          |
| <b>1. Not in place</b>  | <b>2. Limited Application and effectiveness</b> | <b>3. Mixed Application and effectiveness</b> | <b>4. Strong Application and effectiveness</b> | <b>5. Embedded</b>       |
| <input type="checkbox"/>  | <input type="checkbox"/>                        | <input type="checkbox"/>                      | <input checked="" type="checkbox"/>            | <input type="checkbox"/> |

#### **Evidence**

The council is involved in over a hundred active collaborations but there are five key and significant Partnerships and collaborations: the South West Wales Corporate Joint Committee (CJC); Swansea’s Public Service Board (PSB); the West Glamorgan Regional Health and Social Care Partnership; the Swansea Bay City Deal (SBCD), and; the regional educational partnership Partneriaeth.

A report providing an overview of the governance and assurance arrangements of these five significant partnerships and collaborations, including work that had been undertaken during 2021/22, was presented to Governance & Audit Committee in July 2022; the committee were also provided with at the same meeting a specific report on progress establishing the CJC. The CJC is a new regional partnership established by Local Government & Elections Act 2021. The aim is to bring coherence to regional governance. The CJC has limited functions: strategic development planning; regional transport planning; to promote economic well-being. Although treated as separate

corporate bodies, they should be seen as ‘part of the local government family’. Swansea Council is a member of the South West Wales CJC, along with Carmarthenshire, Pembrokeshire and Neath Port Talbot Councils – plus Brecon Beacons and Pembrokeshire National Parks.

A number of things were resolved at the first meeting of the South West Wales CJC in January 2022:

- The Leader of Swansea Council was appointed Chair.
- A constitution was approved.
- Standing orders to govern the CJC were adopted.
- Appointments to statutory roles were made: Chief Executive (Neath Port Talbot Council – to rotate); Section 151 Officer (Carmarthenshire Council); Monitoring Officer (NPT Council).
- Sub-committees were created.
- A Governance & Audit Committee was established.
- An Overview & Scrutiny Committee was created.
- NPT Standards Committee was designated to act for the CJC.
- Members Code of Conduct were approved.
- Rules of Procedure were approved.
- Access to Information Procedure Rules were agreed.
- A draft budget and Service Level Agreements were established to deliver corporate support services.

The CJC has set a zero financial budget for the 2021/22 financial year and agreed that no levy be raised against constituent councils for that year; but that to ensure fairness and equity across the region the regional funding of the CJC would be set through a levy apportionment by population size. Swansea’s share of this equates to £200k and was budgeted for accordingly. The financial position of the National Parks is yet to be determined but it should be noted that their financial contribution extends only to supporting the strategic planning aspect of the CJC. During the course of 2022/23 the forward programme for 2023/24 will be developed and this will in turn link in directly with the future budget requirements.

The West Glamorgan Regional Partnership was established in 2016 and was formerly known as Western Bay. It is a statutory partnership introduced by Social Services & Well-being Act 2014 and is a collaboration between Swansea and Neath Port Talbot Councils and the local Health Board. The collaboration sees partners working together to ensure there are good health and social care services across the region. The Director of Social Services Annual Report 2021/22 outlines that the West Glamorgan Regional Partnership now focuses on three areas of ‘transformation’, all with associated projects and work streams being delivered in the context of the Social Services and Wellbeing (Wales) Act 2014. These are:

- The Adult’s Transformation Board (the key priorities of which include Older Adults, the Commissioning for Complex Needs Programme, Dementia, the Mental Health Strategic Framework, the Learning Disability Strategic Framework).
- The Children and Young Adults’ Transformation Board (key priorities of which include the Multi Agency Placement Support Service, Children with Complex Needs and the Regional Strategic Development Plan).
- The Integrated Transformation Board (the key priorities of which include Carers, Digital Transformation, Transformation in Networks and the Welsh Community Care Information System).

The Director of Social Services Annual Report 2021/22 report describes how safeguarding remains the top corporate priority and this is at the heart of how council services are prioritised. The report

states that the council has fully embraced the need for the council to work even more closely and effectively with statutory and third sector partners to ensure safe and effective delivery of health and care services. The report goes on to say that this collaborative ethos informs both the council's local partnership work and its commitment to working with and through the West Glamorgan Regional Partnership Board.

A report to the Adult Services Scrutiny Performance Panel in March 2022 provided an update on the work of the West Glamorgan programme since March 2021. The report describes that in June 2021 West Glamorgan Regional Partnership entered a period of recovery from COVID-19 arrangements and the Transformation Programme was re-started to support the regions stabilisation and reconstruction. During September 2021, it was agreed by the Transformation Boards that the agendas would be more flexible and move to a two weekly timetable. This would allow all Transformation Programmes to report fortnightly on how they are responding to the emergency through the Winter Period. It was agreed to reconfigure the current RPB transformation programme to focus on emergency (including Winter planning) with a focus on actions that will best support the population and our health/ social care system over the next 5 months. It was agreed from the outset that the region had learned lessons from the first wave of the pandemic and agreed to include all cohorts in the development of and planning for the Emergency / Winter.

It was agreed to establish a pooled fund to support the winter / emergency plan initiatives, utilising any un-allocated regional funding. The main focus of the Transformation Board since November 2021 has been to predominantly work to stop community services failing; this includes meeting twice weekly via the Transformation Board and a Community Silver Meeting. The Community Silver meeting concentrated on the Regional Integrated Escalation Framework, which highlights in detail the pressures and issues across Community Services. During December 2021, the pressures escalated cumulating with a decision at the Transformation Board on 21st December 2021 that the meetings would remain weekly but only concentrate on the Winter and Emergency Pressures to allow for scenario planning for the most extreme complications and to allow the group to concentrate further on developing capacity to support people to remain in their own homes. In addition to working on the emergency the West Glamorgan Transformation Office is focussed on developing Business Cases for the programme in line with the new funding regime for Regional Partnership Boards announced by the Minister for Health and Social Care for the next 5 years which starts in April 2022. In October 2021 the Regional Partnership Board agreed the new governance framework with amendments to the Terms of Reference.

The revised Regional Governance Framework for the West Glamorgan Regional Partnership was approved in February 2022; this includes terms of reference, appointment of Board members and the various roles and responsibilities. Citizen and Carer Representatives are actively involved and engaged in the work of the Regional Partnership Boards and should be able to demonstrate how they have engaged with citizens and carers at all levels including assessing need, strategic planning, service design and delivery. Third Sector and Care Provider representatives are also engaged and able to influence and be involved in the design and delivery of integrated services.

The Swansea Bay City Deal (SBCD) was signed off in 2017; it represents a £1.3 billion investment in the regional economy. The partnership includes Swansea, Neath Port Talbot, Carmarthenshire and Pembrokeshire Councils. It is made up of 9 programmes and projects, including Swansea City and Waterfront Digital District project led by Swansea Council. A joint UK Government and Welsh Government Board – the Welsh Cities and Growth Implementation Board - oversees progress. A Joint Committee has been established to monitor the SBCD. A Joint Committee Agreement was made between the partners to work together to discharge their obligations to one another. The Joint Committee is chaired by the Leader of Swansea Council. A Programme Board oversees the

operations of the SBCD. An Economic Strategy Board is a private sector advisory body which acts as the voice of business.

A Joint Scrutiny Committee provides advice, challenge and support to the Joint Committee and is made up of two elected members from each of the four regional local authorities. Swansea Council hosts the Joint Committee and all Legal and Democratic services (and provides the Monitoring Officer). Carmarthenshire Council has the responsibility as the accountable body for the entire portfolio ensuring outcomes are delivered (and provides the Section 151 Officer). Pembrokeshire County Council has responsibility for all audit activity for the holistic portfolio. Neath Port Talbot County Borough Council has regional responsibility for scrutiny of the portfolio and its constituent programmes and projects. A City Deal Portfolio Director and City Deal Portfolio Management Office ensures smooth operation and sound governance. A risk register, monitoring and implementation plan and other plans are in place to ensure delivery and governance.

The report to the Governance & Audit Committee in July 2022 heard that the Swansea specific elements of the city deal programme are progressing well with the Swansea Arena complete and operational and with the remaining aspects due for completion later in 2022/23. Work is also progressing well with 71/72 Kingsway digital district and the aligned projects being carried out by University Wales Trinity St David's also making good progress. The Council is also actively involved in the regional project of talent and skills, Homes and Power stations and the digital strand of the SBCD programme.

Partneriaeth is a new partnership established in 2021 and commenced in April 2022, following the demise of ERW, new regional partnership arrangements for education improvement. Membership consists of Swansea, Carmarthenshire and Pembrokeshire Councils and operation is governed by a legal agreement. The partnership is overseen by a Joint Committee over the constituent members. The Leader of Swansea Council is a member of the Joint Committee. A Joint Scrutiny Councillor Group has been established. Services are also provided to local authorities which are not party to the legal agreement: namely Neath Port Talbot, Ceredigion and Powys Councils. A Strategic Group will have responsibility for undertaking some operational matters and will report to the Joint Committee. An Operations Group and a Stakeholder Group shall report to the Strategic Group. The Joint Committee will have the responsibility to establish Sub-committees, establish terms of reference and membership as it sees fit within the confines the legal partnership agreement. A Joint Scrutiny Councillor Group will be established to provide an informal scrutiny function to ensure greater public accountability over decisions made by the Joint Committee and any of its sub-committees.

The Public Services Board (PSB) was established as a result of the Well-being of Future Generations Act 2015: it aims to improve well-being in Swansea. The PSB revised and agreed its terms of reference in April 2019. Statutory Membership of the Board includes: Swansea Council, Swansea Bay University Health Board, Mid and West Wales Fire and Rescue Service and Natural Resources Wales. Invited participants include: Welsh Ministers, the Chief Constable of South Wales Police, the South Wales Police and Crime Commissioner, the Probation service, a representative of voluntary organisations and any other persons who the Board may be required to invite under regulations made by Welsh Ministers. Invited participant are not members of the Board and are not required to accept the invitation. The PSB is chaired by the Deputy Leader of Swansea Council Cllr Andrea Lewis.

The Joint Committee oversees the delivery of the PSB Well-being Plan through 4 workstreams, each led by one of the statutory members: Early Years – ABMU; Live Well, Age Well – Swansea Council; Working with Nature – Natural Resources Wales, and; Stronger Communities – Fire and Rescue. Task and finish delivery groups deliver each workstream. Swansea Council provides administrative and

democratic services support to the PSB. The majority of work carried out by Swansea PSB is carried out within the existing budgets of the Statutory Partners and subject to individual organisation's arrangements. A grant is provided by Welsh Government to help fund some costs. A Partnership Forum provides a mechanism for a range of interested parties from the public, private and voluntary sector to engage in the work of the PSB.

Swansea Councils Scrutiny Programme Committee (SPC) scrutinises the work of the PSB. The SPC made a number of proposals for improvement during 2021/22, which includes: improving the performance framework to better evidence the tangible difference the PSB is making (including better measurements of progress in the delivery of well-being objectives); improving the clarity of action and outcomes from PSB meetings; improving public visibility / messaging about the work of the PSB (as part of strategy for public engagement); reflecting on PSB governance in light of lessons learned from the pandemic.

The PSB Annual Report 2021/22 was published in August 2022; the report provides an update on the work undertaken in 2021/22, including progress against each of the well-being objectives described in the PSB Well-being Plan. Much of the local focus and partner resource around well-being measurement during 2021/22 has been on Swansea's second Assessment of Local Well-being, which was completed and published in May 2022 to meet legislative requirements. The document provides an assessment of the state of economic, social, environmental and cultural well-being in Swansea and will be used to inform the next local Well-being Plan in May 2023.

#### Areas for continued improvement

- Continue work to address all proposals for improvement to the operation of the PSB made by the Scrutiny Programme Committee.

#### **Internal Control Environment.**

| <b>Criteria</b>   |   |   |  |                          |
|---|---|---|--|--------------------------|
| Strong Internal Control systems are in place and applied throughout the Council |   |   |  |                          |
| <b>Self-assessment</b>  |   |   |  |                          |
| <b>1. Not in place</b>  | <b>2. Limited Application and effectiveness</b> | <b>3. Mixed Application and effectiveness</b> | <b>4. Strong Application and effectiveness</b> | <b>5. Embedded</b>       |
| <input type="checkbox"/>  | <input type="checkbox"/>                        | <input type="checkbox"/>                      | <input checked="" type="checkbox"/>            | <input type="checkbox"/> |

#### **Evidence**

Assurance on the application of the Local Code of Corporate Governance in the council is provided through the production of the Annual Governance Statement (AGS), which is reported for assurance to Governance & Audit Committee each year. The system of internal control is a significant part of that framework and is designed to manage risk to a reasonable level. It cannot eliminate all risk of failure to achieve policies, aims and objectives and can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of the Authority's policies, aims and objectives, to evaluate the likelihood and potential impact of those risks being realised and to manage them efficiently, effectively and economically.

The City and County of Swansea annually reviews the effectiveness of its governance framework, including the system of internal control. It does this through: Statements from Corporate Management Team (CMT), Statutory Officers, the Internal Audit Manager and the Governance & Audit Committee; external organisations i.e. Audit Wales and regulators, and; core evidence mapped to Council, Cabinet and Committees. This information is used to compile the AGS. Based on the programme of audit work undertaken in 2021/22, the Chief Auditor's opinion set out in the AGS on the overall adequacy and effectiveness of the Council's framework of governance, risk management and internal control is effective with no significant weaknesses identified in 2021/22 that would have a material impact on the Council's financial affairs or the achievement of its objectives.

### Fraud & Financial Impropriety.

| Criteria   |  |  |   |                          |
|--|--|--|---|--------------------------|
| The Council has robust controls in place to prevent and promptly detect fraud, bribery and corruption. |  |  |   |                          |
| Self-assessment  |  |  |   |                          |
| 1. Not in place  | 2. Limited Application and effectiveness | 3. Mixed Application and effectiveness | 4. Strong Application and effectiveness | 5. Embedded              |
| <input type="checkbox"/>   | <input type="checkbox"/>                 | <input type="checkbox"/>               | <input checked="" type="checkbox"/>     | <input type="checkbox"/> |

### Evidence

The Council is dedicated to tackling fraud and corruption and has an Anti-Fraud and Corruption Policy and Whistleblowing Policy. The Governance & Audit Committee receives an annual report on the fraud function and Anti-Fraud Plan. The Internal Audit Plan is approved by Governance & Audit Committee. On 20th April 2021 the Committee received the 2021/22 Fraud Function Annual Plan. The 2020/21 Anti-Fraud Annual Report was received at the meeting in July 2021. An additional report was presented to provide the Governance & Audit Committee with an update against progress being made against recommendations in the Audit Wales report 'Raising our Game - Tackling Fraud in Wales' in March 2021 with an update on progress in November 2021. The Committee noted that some further work was required to address all those recommendations. The council has a corporate level risk on reducing and tackling fraud on its corporate risk register, which includes a number of mitigations and control measures that are reviewed each month.

### Areas for continued improvement

- Continue work to address all recommendations in the Audit Wales report 'Raising our Game - Tackling Fraud in Wales'.

### Programme and Project Assurance

| Criteria   |
|--|
| All programmes and projects are managed using robust project and programme management methodology and in accordance with corporate guidelines and procedural rules with appropriate highlighting of potential risks/breaches |
| Self-assessment  |

| 1. Not in place          | 2. Limited Application and effectiveness | 3. Mixed Application and effectiveness | 4. Strong Application and effectiveness | 5. Embedded              |
|--------------------------|--|--|---|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/>                 | <input type="checkbox"/>               | <input checked="" type="checkbox"/>     | <input type="checkbox"/> |

### Evidence

Large or high risk projects and programmes follow agreed methodology starting with the initial business case approved by the Senior Responsible Owner or CMT/Cabinet (dependent on the size of the project), governance structure, risk log and reporting process.

The council's transformation programme Achieving Better Together (ABT) has a highlight report, which is presented at a steering group and then a further highlight report from the steering group presented to the ABT Board along with additional areas of strategic importance, risk and progress. A report to the Governance & Audit Committee in April 2022 demonstrated that the refocus phase of the programme was well underway and that the working groups were in place and working through the actions associated with their agendas. The paper to the committee concluded that the reporting mechanisms and governance boards are in place and were working well.

All business cases to access funding under the 21<sup>st</sup> Century Schools programme are effectively developed to gain appropriate Welsh Government approval at outline and full business case stages. All business cases are robustly scrutinised and positive feedback continues to be received from WG officials who consider them as examples of good practice. Benefits both financial and non-financial are clearly defined in business cases, and monitored throughout project life cycles. Post Occupancy Evaluation is now a developing piece of work. Governance arrangements for the QEd programme have been repeatedly scrutinised (including Estyn and Audit Wales and an external Gateway review) and is recognised as effective by Welsh Government generally, as well as specifically as a key element of the 'five case business model' that is required to gain approval to capital funding for specific schemes.

A report providing an overview of the governance and assurance arrangements of the five significant partnerships and collaborations, including programme and project management arrangements for the established partnerships, was presented to Governance & Audit Committee in July 2022. The overarching transformation of health and social care programmes are facilitated through the infrastructure of the Regional Partnership Board. A robust and consistent project management methodology is adopted at both a regional, local, directorate and service level with dedicated specialist resources allocated to ensure project initiation, delivery against intended outcomes, risk management and transition to business as usual is properly managed. Regional and local investment in project management capacity has demonstrably paid off and proved particularly valuable in supporting rapid change to health and care services to mitigate the extreme impacts of the pandemic.

The Swansea Bay City Deal (SBCD) adopted a new Portfolio Risk Management Strategy in 2020. They also established a Portfolio Risk Register and Issues Log, and regularly report on prioritised risks through the governance structures. Key risks are captured in a SBCD Portfolio Risk Register. The Portfolio Office regularly reviews and monitors the risk management process. In order to further support the management of risks and potential associated issues, the Portfolio Management office developed a change control in February 2021. The SBCD developed a Monitoring and Evaluation Plan in June 2020. Project teams contribute to monthly highlight and quarterly monitoring reports, an

annual report and planned milestone evaluations. These reports outline planned and completed activity, key deliverables, risks, issues and finances at project, programme and portfolio levels. All nine SBCD projects and programmes have also established Integrated Assurance and Approval Plans, which are regularly updated and shared with the SBCD governance boards and committees. The SBCD Portfolio and projects are also subject to OGC (Office of Government Commerce) Gateway Reviews to assure successful progression and overall delivery of the portfolio and associated projects and programmes. Gateway reviews are instigated and led by the Portfolio or Project/Programmes. All Welsh Government sponsored Programmes and Projects are mandated by the Welsh Government Permanent Secretary to complete a Risk Potential Assessment form for review/appraisal by the Office of Project Delivery.

### Innovation & Change Management.

| <b>Criteria</b>  |   |   |  |                          |
|--|---|---|--|--------------------------|
| The Council has a proven track record for innovation and change management   |   |   |  |                          |
| Change and transformation programmes are making the Council fit for the future and are contributing to the Council's aims and objectives   |   |   |  |                          |
| There are arrangements in place and evidence to show that staff, customers and stakeholders can and are making innovations and suggestions for improvement                                 |   |   |  |                          |
| Risks and impact from transformational activity are monitored to identify any adverse impact, including adverse impact on equality and on the well-being of current and future generations |   |   |  |                          |
| <b>Self-assessment</b>   |   |   |  |                          |
| <b>1. Not in place</b>   | <b>2. Limited Application and effectiveness</b> | <b>3. Mixed Application and effectiveness</b> | <b>4. Strong Application and effectiveness</b> | <b>5. Embedded</b>       |
| <input type="checkbox"/>   | <input type="checkbox"/>                        | <input type="checkbox"/>                      | <input checked="" type="checkbox"/>            | <input type="checkbox"/> |

### Evidence

The COVID-19 pandemic brought huge challenges and changes to the Council, its services and workforce. The Council has never undertaken such change in such a short timescale and in such challenging circumstances. A number of non-essential services were suspended in order to redeploy resources to areas where they were most needed. In summary, since March 2020 the Council has transformed the way it works to manage the impact of the pandemic. Thousands of staff were successfully mobilised to work remotely and/or from home within a matter of weeks. This took a massive effort from our ICT team to provide the necessary changes enabling staff and councillors to have full network links at their preferred location. Other changes include:

- Being one of the first councils in Wales to move meetings, committees and council online.
- Rolling out agile working, which supported the transition to working from home and agile working for the whole workforce during the pandemic.
- Supporting the Welsh Government's Shielding Programme by setting up a new call centre and providing daily support to thousands of vulnerable people.
- Focusing social services care on the most vulnerable, re-opening a care home and supporting the private care sector.
- Overseeing the planning and construction of the Bay Field Hospital on Fabian Way.
- Remodelling schools into care settings for key workers' children.
- Providing meals to care settings and delivering free school meals.
- Providing food banks across the city and county.

- Providing financial support in excess of £100 million to thousands of businesses.
- Setting up a Track, Trace and Protect function and providing community testing centres.
- Preparing for mass vaccination in our communities.

A report to Governance & Audit Committee in April 2022 provided a progress update on the Council's Achieving Better Together (ABT) corporate transformation programme. The main purpose of the ABT Programme is to ensure the council is sustainable, efficient and effective in what and how it delivers its services with the citizen at the heart. As well as identifying the priorities in the short and medium term, the ABT framework aims to set the foundations for establishing the longer term shape of the council, looking ahead to the next 20 years to 2040 - first recovery, then refocus and then reshape the council.

The committee heard that the work of both the Remobilise and Refocus phase of the ABT programme continued throughout the pandemic and that the council, not only maintained services throughout the pandemic, but is well underway on its journey to the second refocus phase. The Refocus phase has set the 2022/23 council budget and refreshed the council's MTFP. Phase 3 - Reshape - will look beyond 2022, it will be subject to the 2022 elections and priorities of the new council. The report concluded that the refocus phase is well underway and that the working groups are in place and working through the actions associated with their agendas. The ABT Programme is contributing towards the achievement of the national well-being goals and corporate well-being objectives in the corporate plan. The council's Policy Development Committees provided support to the programme and work-streams; the Recovery & Future Generation PDC supported the overarching ABT work programme. The Recovery & Future Generation PDC's have recently received a session on co-production, an update on the Consultation and Engagement Strategy and a workshop on the Workforce work-stream during 2021/22; these are all projects within the Workforce & Equality work stream. The work-stream leads worked closely with other PDC's on their individual projects, plans and policies.

The ABT programme has a risk and issue log that is flagged at both the Steering group and at the ABT Board; any issue also escalated to CMT or onto the risk register if required. The governance and assurance within the project management framework for each transformation includes a risk matrix and escalation process. All transformational activity is submitted to an Integrated Impact Assessment to ensure there are no negative impacts on people, including future generations. Swansea Council's internal audit team carried out an examination of the programme, governance and structure during 2021/22. A 'High' Level of Assurance was awarded. This indicates that 'there is a sound system of internal control designed to achieve the programme objectives and the controls are being consistently applied'. There were no recommendations following the examination.

The Workforce Strategy has been developed to meet the council wide requirement for recruiting, retaining and developing staff to enable flexibility and fit for the future. This includes proposals to improve and develop staff engagement and innovation. The council has an Ideas Hub; the Ideas Hub is an online platform that provides opportunities for staff to put forward innovative ideas to Achieve Better Together. The 'Let's Talk About' initiative introduced in 2021/22 building on the previous Leadership Hub community delivers monthly workshop events that combine presentations and interview style conversations from leaders with a wide range of experiences across different organisations.

### **Consultation outcome**

The council undertook a survey of the public, local businesses, Council staff and trade unions in 2021/22.

There was a low response rate to the survey – under 100 responses - despite the Council doing its best to publicise the survey, including sending direct emails to stakeholders. The low response rate to the survey might have affected confidence in the results.

Respondents were asked to what extent do you agree or disagree that Swansea Council is well governed. Just under a third of respondents (30%  $n= 21$ ) agreed that Swansea Council was well governed. However over 40% of respondents ( $n = 29$ ) disagreed that it was well governed. Around a fifth of respondents (20%  $n= 17$ ), neither agreed nor disagreed with the statement and a further 2 respondents (2.9%) didn't know whether it was well governed, or not.

Just over 40% of participants ( $n= 30$ ) in the survey responded to an open ended question about how the Council could improve the way in which it is governed. Suggestions included: improving Council culture IT systems, increasing the efficiency of staff, linking more departments together, more consultation with public and staff, keeping more services “in-house”, improving communication, reducing management and re-prioritising resources.

### Areas for continued improvement

- Look for ways to improve the consultation and engagement process and improve response rates for the annual self-assessment.

### **Conclusion to Part 3**

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

The evidence in Part 3 of this assessment shows that:

There is a **mixed application and effectiveness of governance** around vision, strategy & performance.

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

### **Where to find additional information**

If you have any questions or comments on the content of this plan, you can contact by: Email to [improvement@swansea.gov.uk](mailto:improvement@swansea.gov.uk) Telephone 01792 637570.

# Annual Review of Performance

## Executive Summary

### 2021/22



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

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

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

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

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

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

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

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

- ***Safeguarding people from harm*** – so that our citizens are free from harm and exploitation.
- ***Improving Education & Skills*** – so that every child and young person in Swansea gains the skills and qualifications they need to succeed in life.
- ***Transforming our Economy & Infrastructure*** – so that Swansea has a thriving mixed use City Centre and a local economy that will support the prosperity of our citizens.
- ***Tackling Poverty*** – so that every person in Swansea can achieve his or her potential.
- ***Transformation & Future Council development*** – so that we and the services that we provide are sustainable and fit for the future.
- ***Maintaining and enhancing Swansea's natural resources and biodiversity*** - so that we maintain and enhance biodiversity, reduce our carbon footprint, improve our

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

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

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

### **Section 6 Biodiversity Duty**

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

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

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

## Executive Summary

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

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

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

For each Well-being Objective:

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

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

An assessment on progress is made against the following criteria:

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

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

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

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

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

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

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

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

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

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

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

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

|   |   |
|---|---|
|   | <ul style="list-style-type: none"> <li>• Establish more effective collaboration with the Local Health Board to ensure the statutory requirement of ALNET are met to ensure vulnerable leaders achieve good outcomes.</li> </ul>   |
| <p><b>Transforming our economy and infrastructure</b></p> | <ul style="list-style-type: none"> <li>• Regional Economic Delivery Plan - Lead implementation of South West Wales Regional Economic Delivery Plan in Swansea and associated work packages and funding streams such as UK Shared Prosperity Fund and Welsh Government sources.</li> <li>• Diverse and sustainable local economy - Promote and enhance a diverse and sustainable local economy through strong local networks such as the Regeneration Swansea Partnership, development partner Urban Splash and leisure delivery partners Freedom Leisure and Parkwood, to progress Swansea's economic regeneration and cultural agendas including delivery of the Welsh Government Transforming Towns programme, Creative Wales, and through the implementation of the Local Development Plan (LDP) that supports the regeneration of Swansea and promotes sustainable communities underpinned by sustainable transport connectivity.</li> <li>• Community Benefit clauses - Create employment &amp; training opportunities for the long-term unemployed and economically inactive through community benefit clauses in contracts.</li> <li>• Business support - Leverage of support, advice and funding for new start-up businesses and our existing business stock through Business Swansea and working with Welsh Government to continue to innovate support programmes such as commercial meanwhile uses, and other support interventions in City Centre and District and Local Centres.</li> <li>• Creative Network - Continue to work through strong and resilient Creative Network to support both existing, under development and future fabric of cultural and leisure assets embedded across the City Centre and District and local centres.</li> <li>• Housing - Progress strategic housing and mixed development sites to meet housing need and provide employment.</li> <li>• Public protection - Protect and promote the health, wellbeing, safety and consumer interests of people living in or visiting Swansea by working with others to maintain public safety across the range of regulatory services such as pollution, scams and unfair trading, public health and housing issues, etc.</li> </ul> |
| <p><b>Tackling Poverty</b></p>                            | <ul style="list-style-type: none"> <li>• Clarify aims and objectives in relation to tackling poverty and improve the ways in which it monitored and measured the outcomes of work.</li> </ul>   |

|  |   |
|--|---|
|  | <ul style="list-style-type: none"> <li>• Review the reliance on grant funding to tackle poverty and look for greater flexibility in relation to using funding in a way which best meets local needs in a sustainable way.</li> <li>• Complete the revision of the Council’s Tackling Poverty Strategy.</li> <li>• Complete and implement the Review of Employability and the Review of Financial Inclusion.</li> <li>• Develop and implement the Corporate Volunteering Policy.</li> <li>• Review food poverty and community cooking and growing activities, employment support and access to Lifelong learning, developing evidence based outcome models for projects and developing a quality / satisfaction framework for services.</li> </ul>   |
| <p><b>Maintaining and enhancing Swansea's natural resources and biodiversity</b></p> | <ul style="list-style-type: none"> <li>• Monitor the delivery of the Section 6 Corporate Biodiversity Plan, the Nature Recovery Action Plan and the Resilient Wales goal through annual business planning and reporting mechanisms up to 2027. We will report to WG every 3 years in line with our Biodiversity Duty.</li> <li>• Embed a Climate Change and Nature Strategy and monitor the delivery of respective Action Plans up to 2027</li> <li>• Continue to monitor air, water and soil quality.</li> <li>• Monitor the delivery the energy action plan targets proposed to 2027.</li> <li>• Set out new measures for monitoring the impact of our Procurement of goods and services in line with eth emerging WG carbon measurement toolkit.</li> <li>• Embed and deliver a sustainable transport strategy to 2027.</li> <li>• Continue to report the number of new homes constructed to net carbon zero standards and set out new measures of recording the decarbonisation of our existing stock in line with emerging WG guidance.</li> <li>• Report on the delivery of deliver a waste reduction strategy.</li> <li>• Secure grants and other external funding to help deliver the above.</li> </ul> |
| <p><b>Transformation &amp; Future Council development</b></p>                        | <ul style="list-style-type: none"> <li>• See Part 2 – Areas for Continued Improvement</li> </ul>  |

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

The Council has a duty to the public to use its resources wisely. This means making economic, efficient and effective use of the resources at its disposal. In other words, providing value for money to the public; but it also means doing so in a way that is fair and

sustainable so that services are available to all without compromising the needs of future generations.

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

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

These resources are used through the following areas:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

- G – Implementing good practices in transparency, reporting and audit to deliver effective accountability.

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

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

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

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

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

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

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

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

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

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

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

# Integrated Impact Assessment Screening Form – Appendix C

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

## Which service area and directorate are you from?

Service Area: SDU

Directorate: Corporate Services

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

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

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

Annual Review of Performance 2021/22 – this report meets our duty to report on progress in 2021/22 meeting the ‘steps’ described in the Corporate Plan to deliver our well-being objectives and on extent to which a local authority is: exercising its functions effectively; using its resources economically, efficiently and effectively, and; is governing itself effectively in securing the above – as required by the Well-being of Future Generations Act 2015 and Part 6 of the Local Government & Elections Act 2021 respectively.

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

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

## Integrated Impact Assessment Screening Form – Appendix C

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

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

Part 6 of the Local Government & Elections Act 2021 requires the Council to consult on its performance each year. The council undertook a survey of the public, local businesses, Council staff and trade unions in 2021/22. The results to the consultation are included in the Annual Review of Performance 2021/22 – as is an area for continued improvement to look for ways to improve the consultation and engagement process and improve the response rates for the annual self-assessment.

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

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

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

High risk

Medium risk

Low risk

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

Yes                       No                      If yes, please provide details below

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

# Integrated Impact Assessment Screening Form – Appendix C

Yes       No      If yes, please provide details below

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

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

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

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

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

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

Full IIA to be completed

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

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

|  |
|--|
| <b>Screening completed by:</b>                             |
| <b>Name:</b> R Rowlands                                    |
| <b>Job title:</b> Strategic Delivery & Performance Manager |
| <b>Date:</b> 05/09/22                                      |
| <b>Approval by Head of Service:</b>                        |
| <b>Name:</b> Lee Wenham                                    |
| <b>Position:</b> Head of Communications & marketing        |
| <b>Date:</b> 05/09/22                                      |

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

Martin Nicholls,  
Interim Chief Executive,  
City and County of Swansea Council,  
Civic Centre,  
Oystermouth Rd,  
Maritime Quarter,  
Swansea.  
SA1 3SN

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**Reference:** 3110A2022

**Date issued:** June 2022

Dear Martin

## Assurance and Risk Assessment Progress Update

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

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

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

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

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

### What we did

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

### What we found

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Yours sincerely,

Non Jenkins  
**Audit Manager**

## Audit Wales Work Programme and Timetable – City and County of Swansea

**Quarterly Update: 30 June 2022**

### Annual Audit Summary

| Description  | Timetable  | Status   |
|--|------------|----------|
| A report summarising completed audit work since the last Annual Audit Summary, which was issued in March 2022. | March 2022 | Complete |

### Financial Audit work

| Description   | Scope  | Timetable                 | Status  |
|---|--|---------------------------|---|
| <b>Audit of the Council's 2021-22 statement of accounts</b> | To provide an opinion on the 'truth and fairness' of the Council's financial statements for the financial year ended 31 March 2022 | February to December 2022 | Interim audit work ongoing. Final audit to commence when draft financial statements received. |

| Description   | Scope   | Timetable   | Status  |
|---|---|---|---|
| <b>Audit of Swansea Pension Fund 2021-22 statement of accounts</b>  | To provide an opinion on the 'truth and fairness' of the Pension Fund's financial statements for the financial year ended 31 March 2022.  | April to November 2022  | Interim audit work ongoing. Final audit to commence October 2022. |
| <b>Certification of Grant returns for financial year 2021-22:</b> <ul style="list-style-type: none"> <li>• Housing Benefit Subsidy</li> <li>• Non Domestic Rates</li> <li>• Teachers' Pensions Contributions</li> </ul> | Certification that nothing has come to our attention to indicate that the return is: <ul style="list-style-type: none"> <li>• Not fairly stated</li> <li>• Is not in accordance with the relevant terms and conditions</li> </ul> | In line with certification deadlines October to December 2022 | Audit to commence October 2022                                    |

## Performance Audit work

| 2021-22<br>Performance<br>audit work  | Scope   | Timetable     | Status   |
|---|---|---------------|----------|
| <b>Well-being of Future Generations Act (Wales) 2015 (WFG Act) examinations</b> | We will seek to integrate the delivery of our WFG examinations of steps to deliver well-being objectives with our other audit work. We will discuss this with the council as we scope and deliver the audit projects listed in this plan.   | N/A           | N/A      |
| <b>Improvement reporting audit</b>  | Audit of discharge of duty to publish an assessment of performance.   | December 2021 | Complete |
| <b>Assurance and Risk Assessment</b>  | <p>Project to identify the level of audit assurance and/or where further audit work may be required in future years in relation to risks to the Council putting in place proper arrangements to secure value for money in the use of resources.</p> <p>At City &amp; County of Swansea the project will focus on:</p> <ul style="list-style-type: none"> <li>• Financial position</li> <li>• Self-assessment arrangements</li> <li>• Recovery planning</li> <li>• Implications of the Local Government and Elections (Wales) Act</li> <li>• Carbon reduction plans</li> </ul> | Ongoing       | Ongoing  |

| 2021-22<br>Performance<br>audit work  | Scope  | Timetable             | Status          |
|---|--|-----------------------|-----------------|
| <b>Springing Forward – Examining the building blocks for a sustainable future</b>                               | <p>As the world moves forward, learning from the global pandemic, this review looks at how effectively councils are strengthening their ability to transform, adapt and maintain the delivery of services, including those delivered in partnership with key stakeholders and communities.</p>   | <p>April/May 2022</p> | <p>Drafting</p> |
| <b>‘Achieving Better Together’ Transformation – A local project to ‘review’ new transformation arrangements</b> | <p>The focus of the work is real time working alongside the Council in taking forward its new transformation arrangements to:</p> <ul style="list-style-type: none"> <li>• Remobilise the Council</li> <li>• Refocus the Council to be efficient and effective in delivering its Corporate Plan and current priorities</li> <li>• Reshape to look beyond the next two years in setting out its new Corporate Plan building on ‘Sustainable Swansea – fit for the future’</li> </ul> <p>We will work alongside the Council as it further develops its recovery plan as a ‘critical friend’ and in learning from and sharing practice and assurance and insight.</p> | <p>Ongoing</p>        | <p>Drafting</p> |

| 2022-23<br>Performance<br>audit work | Scope   | Timetable  | Status  |
|--------------------------------------|---|------------|---------|
| <b>Assurance and Risk Assessment</b> | <p>Project to identify the level of audit assurance and/or where further audit work may be required in future years in relation to risks to the Council putting in place proper arrangements to secure value for money in the use of resources and acting in accordance with the sustainable development principle.</p> <p>The project is likely to focus in particular on:</p> <ul style="list-style-type: none"> <li>• Financial position</li> <li>• Capital programme management</li> <li>• Governance</li> <li>• Use of performance information – with a focus on service user feedback and outcomes</li> <li>• Setting of well-being objectives if applicable</li> </ul> | March 2022 | Ongoing |

| 2022-23<br>Performance<br>audit work              | Scope   | Timetable                  | Status          |
|---|---|----------------------------|-----------------|
| <b>Thematic Review –<br/>Unscheduled<br/>Care</b> | A cross-sector review focusing on the flow of patients out of hospital. This review will consider how the Council is working with its partners to address the risks associated with the provision of social care to support hospital discharge, as well as prevent hospital admission. The work will also consider what steps are being taken to provide medium to longer-term solutions. | July –<br>December<br>2022 | Scoping         |
| <b>Thematic review<br/>– Digital</b>              | This project will be scoped over the summer with further details of the specific focus of the review to be confirmed.   | To be confirmed.           | Scoping         |
| <b>Local Project</b>                              | To be agreed with the Council   | To be confirmed            | To be confirmed |

## Local government national studies planned/in progress

| Study   | Scope   | Timetable                 | Status              | Fieldwork planned at City & County of Swansea          |
|---|---|---------------------------|---------------------|--|
| <b>Poverty</b>                                      | Understanding how local authorities ensure they deliver their services to minimise or reduce poverty. | Autumn 2021 – Autumn 2022 | Drawing Conclusions | Yes – interview with nominated officer at the Council. |
| <b>Social Enterprises</b>                           | Review of how local authorities are supporting and utilising social enterprises to deliver services   | Autumn 2021 – Autumn 2022 | Drawing conclusions | Yes – interview with nominated officer at the Council. |
| <b>Building Social Resilience and Self reliance</b> | Review of how local authorities can build greater resilience in communities                           | Autumn 2021 – Autumn 2022 | Drawing conclusions | Yes – interview with nominated officer at the Council. |

## Estyn

| Estyn planned work 2022-23                             | Scope   | Timetable   | Status     |
|--|---|---|------------|
| <b>Local Government Education Services Inspections</b> | <p>Estyn inspected Anglesey and Swansea local government education services during the summer term. The reports will be published in August and early September. The <a href="#">Torfaen</a> report was published on 18 May. Estyn will be reviewing the inspection guidance to reflect a greater emphasis on socio-economic disadvantage and inequity and to make minor tweaks in response to feedback from inspections in 2021-22</p> | <p>Inspection guidance review – July. Published on website 1 September.</p> | <p>N/A</p> |
| <b>Curriculum Reform thematic review</b>               | <p>The Welsh Government have also asked Estyn to review the school improvement services in south-west Wales.</p>  | <p>Evidence collecting in June/July – published in September.</p>           | <p>N/A</p> |

## Care Inspectorate Wales (CIW)

| CIW planned work 2022-23   | Scope   | Timetable                      | Status          |
|--|---|--------------------------------|-----------------|
| <b>Programme 2022-23</b>   | CIW will continue to run its pilot cyclic programme of assurance checks, improvement checks and performance evaluation inspections.                     | April 2022 – March 2023        | In progress     |
| <b>Development</b>   | <p>CIW will continue to develop its approach to inspection and review of local authorities.</p> <p>CIW will consult further regarding its approach.</p> | September 2022 – December 2022 | In progress     |
| <b>Deprivation of Liberty Safeguards Annual Monitoring Report for Health and Social Care 2021-22</b> | Following the publication of the 2020-21 report, planning is underway for the next report publication date to be confirmed.                             | Publication to be confirmed    | Data collecting |
| <b>Annual meeting with Statutory Directors of Social Services</b>                                    | CIW will meet with all Directors of Social Services   | December 2022 and January 2023 | Planning        |

| CIW planned work 2022-23   | Scope   | Timetable  | Status                                     |
|--|---|--|--|
| <p><b>National review of Care Planning for children and young people subject to the Public Law Outline pre-proceedings</b></p> | <p><b>Purpose of the review</b><br/>           To provide external scrutiny, assurance and to promote improvement regarding the quality of practice in relation to the care planning for children and young people subject to the public law outline pre-proceedings.<br/>           To consider the extent to which practice has progressed since the publication of both the CIW 'National Review of care planning for children and young people subject to public law outline pre proceedings and the publication of the PLO working group report 2021 including best practice guidance.</p> | <p>September 2022</p>  | <p>Planning</p>                            |
| <p><b>Joint Inspection Child Protection Arrangements</b></p>   | <p>Cross-inspectorate approach. Area to be determined. We will complete a further four multi agency joint inspections. We will publish a national report in late 2023.</p>  | <p>Autumn 2022 – Spring 2023</p>                                 | <p>Planning</p>                            |
| <p><b>Cafcass Assurance Check</b></p>  | <p>CIW will continue to develop its approach to inspection and review of Cafcass Cymru. We will evaluate our approach and will consult on our revised approach in late 2022.<br/>           Assurance check completed. Drafting letter. Due to be published August 2022</p>   | <p>September – December 2022<br/><br/>           August 2022</p> | <p>Review<br/><br/>           Drafting</p> |

## Audit Wales national reports and other outputs published since January 2022

| Report title   | Publication date and link to report |
|--|-------------------------------------|
| Tackling the Planned Care Backlog in Wales – and waiting times data tool | <a href="#">May 2022</a>            |
| The new Curriculum for Wales   | <a href="#">May 2022</a>            |
| Unscheduled care – data tool and commentary                              | <a href="#">April 2022</a>          |
| Direct Payments for Adult Social Care                                    | <a href="#">April 2022</a>          |
| Local Government Financial Sustainability data tool                      | <a href="#">February 2022</a>       |
| Joint Working Between Emergency Services (including data tool)           | <a href="#">January 2022</a>        |

## Audit Wales national reports and other outputs (work in progress/planned)<sup>1</sup>

| Title   | Anticipated publication date |
|---|------------------------------|
| NHS finances data tool update   | July 2022                    |
| Welsh Community Care Information System<br><br>(Update for the Public Accounts and Public Administration Committee)   | July 2022                    |
| COVID response and recovery/Welsh Government grants management – third sector support<br><br>(Briefing for the Public Accounts and Public Administration Committee) | July 2022                    |
| Climate change – baseline review <sup>2</sup>   | July/August 2022             |
| Sustainable Tourism in Wales' National Parks <sup>3</sup>   | July 2022                    |
| Welsh Government setting of well-being objectives   | July 2022                    |

<sup>1</sup> We will continue to keep our plans under constant review, taking account of the evolving external environment, our audit priorities, the context of our own resourcing and the capacity of audited bodies to engage with us. This includes maintaining some flexibility so that we can respond to developments in Welsh Government policy and areas of possible interest for the Public Accounts and Public Administration Committee.

<sup>2</sup> An initial overview report followed by a more detailed evidence paper.

<sup>3</sup> Summary based on local audit work.

| Title   | Anticipated publication date                                 |
|---|--|
| Collaborative arrangements for managing local public health resources | July 2022  |
| Welsh Government workforce  | August 2022  |
| Orthopaedic services  | August/September 2022  |
| Equality impact assessment  | August/September 2022  |
| Quality governance in the NHS   | September 2022   |
| Flood risk management   | September 2022   |
| Cyber resilience  | October 2022   |
| Digital inclusion/Broadband infrastructure                            | October 2022   |
| National Fraud Initiative (summary report)                            | October 2022   |
| Welsh Government accounts commentary                                  | To be confirmed – plans for this work have been under review |
| COVID-19 response and recovery – business support                     | To be confirmed  |
| Affordable housing  | To be confirmed  |

## Good Practice Exchange resources

| Title  | Link to resource  |
|--|---|
| <p>Direct Payments Provision – A webinar discussing our report on Direct Payments Provision and how they can be a key part in implementing the principles of the Social Service and Well-Being (Wales) Act 2014</p>            | <p><a href="#">Direct Payments Provision webinar recording</a></p>            |
| <p>Responding to the Climate Emergency in Wales<br/>A webinar discussing emerging findings from our baseline review of public bodies' arrangements to respond to the Welsh Government's carbon reduction targets for 2030.</p> | <p><a href="#">Responding to the Climate Emergency in Wales recording</a></p> |
| <p>Covid Perspectives: A series of recorded conversations learning how organisations have adapted to the extended period of uncertainty following the initial covid emergency.</p>   | <p><a href="#">Good Practice   Audit Wales</a></p>                            |

## Recent Audit Wales Blogs

| Title   | Publication date        |
|---|-------------------------|
| <p><a href="#">Direct Payments in Wales</a></p>                                 | <p>15 June 2022</p>     |
| <p><a href="#">Unscheduled Care in Wales – a system under real pressure</a></p> | <p>21 April 2022</p>    |
| <p><a href="#">Skills Competition Wales</a></p>                                 | <p>18 February 2022</p> |
| <p><a href="#">Cyber resilience – one year on</a></p>                           | <p>9 February 2022</p>  |

| Title  | Publication date |
|--|------------------|
| <u>Helping to tell the story through numbers</u><br>(Local government financial sustainability data tool)            | 3 February 2022  |
| <u>Call for clearer information on climate change spending</u>   | 2 February 2022  |
| <u>Actions speak louder than words</u><br>(Building social resilience and self-reliance in citizens and communities) | 14 January 2022  |

# Agenda Item 14



## Report of the Head of Democratic Services

Governance & Audit Committee – 27 September 2022

### Governance & Audit Committee Action Tracker Report

|                                    |   |
|------------------------------------|---|
| <b>Purpose:</b>                    | This report details the actions recorded by the Governance & Audit Committee and response to the actions. |
| <b>Report Author:</b>              | Jeremy Parkhouse  |
| <b>Finance Officer:</b>            | N/A   |
| <b>Legal Officer:</b>              | N/A   |
| <b>Access to Services Officer:</b> | N/A   |
| <b>For Information</b>             |   |

#### 1. Introduction

- 1.1 During the course of Governance & Audit Committee meetings various actions may be decided which are recorded on the minutes of the meetings.
- 1.2 As agreed in 2016/17 an Action Tracker process was put in place to ensure transparency over the outcomes of actions agreed by Committee.
- 1.3 The Action Tracker records the actions agreed by the Governance & Audit Committee and provides an outcome for each action.
- 1.4 The up to date Action Tracker 2022/23 is attached at Appendix 1.
- 1.5 The Action Tracker is regularly updated and any completed actions will be marked 'Completed' and coloured in grey.
- 1.6 The Action Tracker is reported to each Governance & Audit Committee meeting for information.

## 2. Integrated Assessment Implications

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

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

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

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

2.2 There are no implications associated with this report.

## 3. Financial Implications

3.1 There are no financial implications associated with this report.

## 4. Legal Implications

4.1 There are no legal implications associated with this report.

**Background Papers:** None

### Appendices:

|                   |   |
|-------------------|---|
| <b>Appendix 1</b> | Governance & Audit Committee Action Tracker 2022/23 (Closed actions removed). |
|-------------------|---|

### Governance & Audit Committee - Action Tracker 2021/2022

| Date of Meeting | Minute Ref | Action   | Nominated Officer(s)                      | Status   |
|-----------------|------------|--|---|--|
| 13/07/22        | 33         | <b>Governance &amp; Audit Committee – Work Plan 2022/23</b>  |   |  |
|                 |            | The Chair added that the Scrutiny Programme Committee was scheduled to meet on 19 July 2022 and their work programme would be included with future Governance & Audit Committee Work Plan reports. | Brij Madahar / Jeremy Parkhouse           | <b>Closed</b><br>Scrutiny Work Plan included in Work Plan report.  |
| 13/07/22        | 28         | <b>Workforce Strategy</b>  |   |  |
|                 |            | Details of apprenticeships be circulated to the Committee.   | Adrian Chard                              | <b>Closed</b><br>Details circulated.   |
| 13/07/22        | 26         | <b>Update Report South West Wales Corporate Joint Committee</b>  |   |  |
|                 |            | Future CJC updates to be included within Partnership update reports.   | Martin Nicholls / Jeremy Parkhouse        | <b>Closed</b><br>Governance & Audit Committee Work Plan updated.   |
| 13/07/22        | 25         | <b>Annual Report of School Audits 2021-22</b>  |   |  |
|                 |            | The Chair requested that the Director of Education updates the Committee regarding risk / assurance when she provides her annual report to Committee later in the year.                            | Helen Morgan-Rees                         | <b>Closed</b><br>Included within the report of the Director of Education on 14/09/2022.  |
| 31/05/22        | 7          | <b>Draft Annual Governance Statement 2021/22</b>   |   |  |
|                 |            | The Annual Governance Statement be agreed and subject to the amendments highlighted by the Committee being added, be forwarded to Council for approval as part of the Statement of Accounts.       | Ben Smith                                 | <b>Ongoing</b><br>Statement of Accounts to be approved by Council. Closure of accounts formally deferred pending national developments on accounting code of practice and Audit Wales approach to all Councils (predominantly balance sheet valuation matters) |
| 31/05/22        | 6          | <b>Draft Governance and Audit Committee Annual Report 2021/22</b>  |   |  |
|                 |            | The amendments and comments of the Committee were noted. The Draft Governance and Audit Committee Annual Report 2021/22 would be forwarded to Council for approval.                                | Simon Cockings / Chair / Jeremy Parkhouse | <b>Ongoing</b><br>Report approved by Council on 06/10/2022.  |

|          |    |  |                                  |   |
|----------|----|--|----------------------------------|---|
| 12/04/22 | 93 | <b>Audit Wales Report – City &amp; County of Swansea Annual Audit Summary 2021</b>   |                                  |   |
|          |    | The Committee requested that an update be provided regarding the current position of discussions. He added that a joint Council & AW note would be circulated to the Committee regarding progress made.  | Ben Smith                        | <b>Ongoing</b><br>Historic debt delisting from stock exchange achieved in full during 21-22. Detailed work continued during 21-22 with AW locally re historic valuation of assets and reserve split. Position now signed off by AW technical team and considered by S151 evidenced to be not material for 21-22 and thus should fully resolve immediate ongoing qualification issue. Work to be progressed on wider historical tracking back on both sides. Emerging audit issue across all Councils over historic infrastructure asset valuations which raise new qualification risk, but this is a sector wide not Swansea specific risk. |
|          |    | The Chair also requested an update regarding progress in respect of the Deprivation of Liberty Safeguards (DoLS) review and requested that the Director of Social Services updates the Committee regarding progress when presenting his annual update on internal Social Services Department controls. | Dave Howes                       | <b>Ongoing</b><br>Director's report added to the Work Plan for November 2022.   |
| 12/04/22 | 91 | <b>Internal Audit Strategy &amp; Annual Plan 2022/23</b>   |                                  |   |
|          |    | A report on the Public Participation Strategy be added to the work plan for 2022/23.   | Lee Wenham                       | <b>Closed</b><br>Report included on 14September 2022 agenda.  |
| 08/03/22 | 87 | <b>Governance &amp; Audit Committee Work Plan</b>  |                                  |   |
|          |    | The Deputy Chief Executive added that the recent split of the former Resources Directorate into the Finance and Corporate Services Directorates meant that the updates on the control environment reports in respect of both departments would be provided during the next Municipal year.             | Ness Young /<br>Richard Rowlands | <b>Ongoing</b><br>Director's report added to the Work Plan for April 2023.  |
| 08/03/22 | 84 | <b>Absence Management Audit Report 20/21</b>   |                                  |   |
|          |    | Ben Smith, Director of Finance advised that the Service Centre would be expected to continue providing sickness absence data to the Committee when timing and resourcing allowed.  | Sian Williams /<br>Adrian Chard  | <b>Closed</b><br>Report included on 14September 2022 agenda.  |

|          |    |   |                                       |   |
|----------|----|---|---------------------------------------|---|
| 08/02/22 | 76 | <b>Place: Internal Control Environment 2021/22</b>  |                                       |   |
|          |    | The Chair referred to Key Performance Indicators (KPI's) and requested additional information be provided in future reports surrounding both positive and negative results, particularly regarding high levels of sickness in Waste, Parks and Cleansing. She requested that assurance be provided regarding high sickness levels and the use of agency staff as cover. | Mark Wade                             | <b>Ongoing</b><br>Added to 2022/2023 Work Plan for February 2023.<br><br>An additional dedicated Absence Management Resource is being trialled across the Place service areas. One of the early areas targeted was Waste, Parks and Cleansing where absence levels (excluding Covid) reduced from 5.65% to 5.51% over the four months of the trial. The additional resource has now been made permanent and is being rotated around the place service areas to ensure continued progress. |
| 08/02/22 | 75 | <b>Corporate Risk Overview – Quarter 3 2021/22</b>  |                                       |   |
|          |    | The Chair requested that Internal Audit include the new Corporate Risk of WCCIS and the Availability of Domiciliary Care be investigated early in the 2022/23 Audit Plan.   | Simon Cockings                        | <b>Ongoing</b><br>Non-residential care audit and WCCIS audit were already included on the draft 22/23 audit work plan. WCCIS audit is underway. Non-residential care audit has been allocated to commence as soon as resources allow. Peter Field, Principal Officer – Prevention, Wellbeing & Commissioning has agreed to prepare a briefing note outlining the situation with Domiciliary Care.   |
| 08/02/22 | 74 | <b>Internal Audit Recommendation Follow-Up Report - Quarter 3 2021/22</b>   |                                       |   |
|          |    | The Chair highlighted that a suitable solution in respect of External Audit Recommendation Tracking should be found as soon as possible in order for the Council to have a far better control of the situation.   | Ness Young /<br>Richard Rowlands      | <b>Ongoing</b><br>A software solution will be rolled out during 2022/23.  |
| 12/01/22 | 67 | <b>Update Report South West Wales Corporate Joint Committee</b>   |                                       |   |
|          |    | The Chair highlighted the need to closely monitor the progress of the CJC and requested that regular summary progress updates be provided to the Committee.   | Martin Nicholls /<br>Jeremy Parkhouse | <b>Closed</b><br>Future reports to be added to the Work Plan. Added to the agenda for 13 July 2022.   |

|          |    |   |                          |   |
|----------|----|---|--------------------------|---|
| 09/11/21 | 52 | <b>Annual Report Corporate Safeguarding 2020-21</b>   |                          |   |
|          |    | The Chair asked that Compliance of Safeguarding training be highlighted in the Risk Register.                               | Simon Jones / Ness Young | <b>Ongoing</b><br>A review of the current and future provision has been undertaken and assurance that Oracle Fusion will include reporting. CMT are currently considering the Corporate Risk. A manual data check of training compliance has recently been sent to all managers across the whole Council.   |
| 13/07/21 | 17 | <b>Audit Wales - Follow Up Review of Corporate Safeguarding Arrangements - Children in Swansea Council</b>                  |                          |   |
|          |    | <ul style="list-style-type: none"> <li>Future training provision for Councillor School Governors to be provided.</li> </ul> | Helen Morgan-Rees        | <b>Ongoing</b><br>Update - Safeguarding training is provided for all Councillors (provided on 21/07/22 and scheduled for 08/09/22) as part of their induction and training programme which is managed by Democratic Services. The vast majority of Councillors are also school governors. The safeguarding training offer for governors includes the information provided in the Councillor training but also additional information specific to school contexts and the responsibility of governing bodies. This is a more detailed course with a requirement for all governors to undertake this training on a three yearly cycle. If a Councillor undertakes this training as a governor then it supersedes the Councillor training offer. However, if they have not undertaken governor training they should ensure they attend the training offered by Democratic Services. Councillors can also do both if they wish. The training for governors is monitored by the Education Directorate and records provided to Democratic Services as needed. |

# Agenda Item 15



## Report of the Head of Democratic Services

Governance & Audit Committee – 27 September 2022

### Governance & Audit Committee – Work Plan 2022/23

|                                    |  |
|------------------------------------|--|
| <b>Purpose:</b>                    | This report details the Governance & Audit Committee Workplan to May 2023. |
| <b>Report Author:</b>              | Jeremy Parkhouse   |
| <b>Finance Officer:</b>            | N/A  |
| <b>Legal Officer:</b>              | N/A  |
| <b>Access to Services Officer:</b> | N/A  |
| <b>For Information</b>             |  |

#### 1. Introduction

- 1.1 The Governance & Audit Committee Work Plan to May 2023 in Terms of Reference Order is attached at Appendix 1.
- 1.2 The Additional Work programme Governance and Audit Committee as a result of the Local Government and Elections Act is attached at Appendix 2.
- 1.3 The Scrutiny Programme Committee Work Plan 2022/23 is attached at Appendix 3.
- 1.4 The Scrutiny & Monitoring of External Audit / Inspection / Regulatory (AIR) Reports (2022/23) is attached at Appendix 4.
- 1.5 The updated Governance & Audit Committee Terms of Reference is attached at Appendix 5.
- 1.6 The dates included for the meetings in 2022/23 were approved at the Council's Annual Meeting on 24 May 2022.

## **2. Integrated Assessment Implications**

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

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

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

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

2.2 There are no impact assessment implications associated with this report.

## **3. Financial Implications**

3.1 There are no financial implications associated with this report.

## **4. Legal Implications**

4.1 There are no legal implications associated with this report.

**Background Papers:** None.

### **Appendices:**

**Appendix 1** - Governance & Audit Committee Work Plan to May 2023 in Terms of Reference Order.

- Appendix 2** - Additional Work Programme - Governance and Audit Committee as a result of the Local Government and Elections Act.
- Appendix 3** - Scrutiny Programme Committee Work Plan 2022/23.
- Appendix 4** - Scrutiny & Monitoring of External Audit / Inspection / Regulatory (AIR) Reports (2022/23).
- Appendix 5** - Governance & Audit Committee Terms of Reference.

| Terms of Reference                | 31 May 2022   | June 2022   | July 2022  | August 2022 | September 2022   | October 2022                    | November 2022   | December 2022            | January 2023 | February 2023  | March 2023  | April 2023  |
|-----------------------------------|---|---|--|-------------|--|---------------------------------|---|--------------------------|--------------|--|---|---|
| <b>Training</b>                   | Governance and Audit Committee Induction Training   | Training – Organisational Knowledge / Committee Role & Function   | .  |             |  |                                 |   |                          |              |  |   |   |
| <b>Governance &amp; Assurance</b> | Election of Chair & Vice Chair<br><br>Appointment of Committee Member on Annual Governance Group<br><br>Annual Governance Statement 2021/22<br><br>Draft Governance & Audit Committee Annual Report |   | Local Code of Corporate Governance: Framework of Assurance<br><br>Overview of the Governance & Assurance arrangements of Partnerships & Collaborations<br><br>Workforce Strategy Update<br><br>Update Report – South West Wales Corporate Joint Committee. |             | The Annual Review of Performance 2021-22 (including Self-Assessment Report)<br><br>Public Participation Strategy<br><br>Public Services Ombudsman f or Wales Annual letter to the Council for the period 2020-21 | Scrutiny Annual Report 2021-22. | Achieving Better Together   | Annual Complaints Report |              |  |   |   |
| <b>Internal Audit</b>             | Internal Audit Annual Report  | IA Quarter 4 Monitoring Report<br><br>Service Centre – Accounts Receivable Update.<br><br>FOI/SAR/EIR Audit Update<br>-<br>IA Recommendation Tracking Report Q4 | Annual Report of School Audits 2021-22<br><br>Internal Audit Report - Accounts Receivable Action Plan.   |             | IA Recommendation Tracking Report – IA<br><br>Q1Recommendations Tracker<br><br>IA Quarter 1 Monitoring Report<br><br>Management of Absence Update<br><br>Employment of Agency Staff                              |                                 | Fundamental Audits – Recommendation Tracker Report<br><br>IA Recommendation Follow-up Report – Q2<br><br>IA Q 2 Monitoring Report |                          |              | IA Recommendation Tracking Report – Q3<br><br>IA Q 3 Monitoring Report | IA Annual Plan Methodology Report 2023/24<br><br>Draft IA Annual Plan 2023/24 | IA Charter 2023/24<br><br>IA Strategy & Annual Plan 2023/24 |

Governance & Audit Committee Workplan 2022/23

Appendix 1

|  |  |   |  |  |  |  |  |  |  |   |  |   |
|--|--|---|--|--|--|--|--|--|--|---|--|---|
| <b>Risk Management &amp; Performance</b> |  |   |  |  | Q1 Risk Monitoring Report  |  | Q2 Risk Monitoring Report  |  |  | Q3 Risk Monitoring Report   |  | Q4 Risk Monitoring Report   |
| <b>Counter Fraud</b>                     |  |   | Internal Audit Section – Fraud Function Annual Report 2021/2022<br><br>Internal Audit Section – Fraud Function Anti-Fraud Plan for 2022/23 |  |  |  | Corporate Fraud – Six Month Update   |  |  |   |  |   |
| <b>Operational matters / key risks</b>   |  |   | Complaints Report – 6 Month Update.  |  | Update on Internal Control Environment – Director of Education   |  | Update on Internal Control Environment - Director of Social Services / Director of Finance |  |  | Update on Internal Control Environment – Director of Place                              |  | Update on Internal Control Environment – Director of Corporate Services |
| <b>External Audit</b><br>Page 345        |  | Audit Wales Work Programme and Timetable – City and County of Swansea Council.<br><br>Audit Wales – 2022 Audit Plan |  |  | Audit Wales Work Programme and Timetable – City and County of Swansea Council.<br><br>Assurance Risk Assessment (ARA) progress update letter | Audit Wales - ISA 260 Report - City And County of Swansea<br><br>Audit Wales - Financial Sustainability Assessment - City and County of Swansea Council. | Joint Presentation - Audit of the council's coming out of COVID activities                 | Audit Wales Work Programme and Timetable – City and County of Swansea Council. |  | External Audit Annual Letter<br><br>Public Sector Readiness for Net Zero Carbon by 2030 | Audit Wales Work Programme and Timetable – City and County of Swansea Council.<br><br>Audit Wales Annual Summary |   |
| <b>Financial Reporting</b>               |  |   |  |  |  | Statement of Accounts  |  |  |  |   |  |   |

**Reports Carried Over to 2023-2024 Municipal Year**

| Terms of Reference     | Report Title   |
|------------------------|--|
| Governance & Assurance | Appointment of Committee Member on Annual Governance Group |

**Additional Work programme Governance and Audit Committee**  
**As a result of the Local Government And Elections Act.**

Across all areas of the work programme, consideration and acknowledgement will be given to the views, feedback and assurance from the scrutiny and performance committees that robust overview and scrutiny has taken place of decisions, policies and proposals and the assurance then given to Audit committee when they are reviewing the area of work in relation to Assurance, risk environment, Regulatory compliance and overall governance.

| Area of work   | Owner                        | Frequency<br><br><i>The frequencies are a guide and additional reviews may take place as and when the committee feel necessary.</i> | Month to present to committee   |
|--|------------------------------|---|---------------------------------|
| To review the Council's corporate governance arrangements against the good governance framework  | Adam Hill / Richard Rowlands | Every 2 years   | See Annual Governance Statement |
| To review the Council's draft annual Self-Assessment Report,   | Richard Rowlands             | Annual  | September.                      |
| To review the Council's draft response to the Panel Performance Assessment Report  | Richard Rowlands             | Once every 4 years  | TBC                             |
| To review the Council's draft response to any Auditor General's recommendations arising from a special inspection in respect of the Council's performance requirements | Adam Hill                    | As and When required  | TBC                             |
| To review the programme of work from regulators  | Richard Rowlands             | Annually  | TBC                             |

## Appendix 2

|  |                              |                      |  |
|--|------------------------------|----------------------|--|
| To review and assess the authority's ability to handle complaints effectively  | Sarah Lackenby               | Annual               |  |
| To review the Annual Governance Statement prior to approval  | Richard Rowlands             | Annual               | May  |
| To consider the Council's arrangements to secure value for money and review assurances and assessments on the effectiveness of these arrangements. | Richard Rowlands / Adam Hill | Annual               | Possibly covered to a degree in the self-assessment report but too early to say.   |
| To consider the Council's framework of assurance   | Richard Rowlands / Adam Hill | Annual               | See Internal Audit Assurance Map   |
| To monitor the effective development and operation of risk management  | Richard Rowlands             | Each meeting         | Quarterly Overview of Risk Reports   |
| To consider reports on the effectiveness of internal controls and monitor the implementation of agreed actions                                     | Simon Cockings               | As and when required | Quarterly Monitoring Reports throughout the year.  |
| To review the assessment of fraud risks and potential harm to the Council from fraud and corruption  | Simon Cockings               | Every 6 months       | Fraud Function Annual Plan – March<br><br>Fraud Function Annual Report – July<br><br>Fraud Function Half-Year Update Report - November |
| To monitor the counter fraud strategy, actions and resources   | Simon Cockings               | Every 6 Months       | Fraud Function Annual Plan – March<br><br>Fraud Function Annual Report – July  |

## Appendix 2

|  |   |  |  |
|--|---|--|--|
|  |   |  | Fraud Function Half-Year Update Report - November    |
| To Receive proposals in relation to the appointment of external providers of internal audit services and to make recommendations   | Simon Cockings  | as and when  | n/a  |
| To review the governance and assurance arrangements for significant partnerships or collaborations   | Deputy Chief Executive /<br>Richard Rowlands /<br>Relevant Director | Annual / as and when<br>new Partnerships or<br>collaborations are<br>established | June/July  |
| To approve the internal audit charter and resources  | Simon Cockings  | Annual   | Internal Audit Charter Report<br>– April             |
| To consider the Chief Internal Auditor's annual report and opinion, and a summary of internal audit activity (actual and proposed) and the level of assurance it can give over the Council's corporate governance arrangements | Simon Cockings  | Annual   | Internal Audit Annual Report<br>– May                |
| To consider reports from the Chief Internal Auditor on Internal Audit's performance during the year including the performance of external providers of internal audit services   | Simon Cockings  | Every 6 months   | Quarterly Monitoring Reports<br>throughout the year. |
| To consider a report on the effectiveness of internal audit to support the Annual Governance Statement, where required to do so by the Accounts and Audit Regulations  | Simon Cockings  | Annual   | Internal Audit Annual Report<br>– May                |

## Appendix 2

|  |                |                      |   |
|--|----------------|----------------------|---|
| To consider any impairments to independence or objectivity arising from additional roles or responsibilities outside of internal auditing of the Chief Internal Auditor. <b>To approve and periodically review safeguards to limit such impairments</b>            | Simon Cockings | Annual               | Internal Audit Charter Report – April             |
| To receive reports outlining the action taken where the Chief Internal Auditor has concluded that management has accepted a level of risk that may be unacceptable to the authority or there are concerns about progress with the implementation of agreed actions | Simon Cockings | As and when          | Quarterly Monitoring Reports throughout the year. |
| To consider reports dealing with the management and performance of the providers of internal audit services  | Simon Cockings | As and when required | Quarterly Monitoring Reports throughout the year. |
| To consider a report from internal audit on agreed recommendations not implemented within a reasonable timescale.  | Simon Cockings | Quarterly            | Quarterly Monitoring Reports throughout the year. |
| To contribute to the Quality Assurance and Improvement Programme and in particular the external quality assessment of internal audit that takes place at least once every five year  | Simon Cockings | Every 5 Years        | Internal Audit Annual Report – May                |
| To consider the external auditor's annual letter, relevant reports, and to those charged with governance.  | Ben Smith      | Annual               | External Auditor's annual letter – July           |

## Appendix 2

|   |                |        |   |
|---|----------------|--------|---|
|   |                |        |   |
| To review the annual statement of accounts.   | Ben Smith      | Annual | Report of S151 officer including Statement of Accounts – July |
| To consider the external auditor's report to those charged with governance on issues arising from the audit of the accounts | Ben Smith      | Annual | External Audit Annual Report - July                           |
| To publish an annual report on the work of the committee.   | Paula O'Connor | Annual | Draft Audit Committee Annual Report – May                     |

Scrutiny Programme Committee – Work Plan 2022/23

| ACTIVITY  | 19 Jul 2022                          | 16 Aug 2022  | 13 Sep 2022                             | 18 Oct 2022                               | 15 Nov 2022  | 13 Dec 2022  |
|---|--------------------------------------|--|---|---|--|--|
| <b>Scrutiny Work Programme</b>                                      | Agreement of Scrutiny Work Programme |  |   |   | Audit / Scrutiny Relationship – Discussion w/ Chair of Governance & Audit Committee            |  |
| <b>Cabinet Member Portfolio Responsibility Q &amp; A Sessions</b>   |                                      | Archives / Community Hub (CM for Equalities & Culture) | Fly Tipping (CM for Community Services) | Scrutiny of Swansea Public Services Board |  | Homelessness (CM for Service Transformation)                                       |
| <b>Other Cabinet Member / Officer Reports</b>                       |                                      |  |   |   | Annual Corporate Safeguarding Report (CM for Care Services / Director of Social Services)      | Delivery of Corporate Priority – Tackling Poverty (annual item) (CM for Wellbeing) |
| <b>Scrutiny Performance Panel Progress Reports</b>                  |                                      |  |   |   |  | Service Improvement & Finance  |
| <b>Pre-decision Scrutiny</b>  |                                      |  |   |   |  |  |
| <b>Final Scrutiny Inquiry Reports / Follow Up on Scrutiny Recs.</b> |                                      |  |   |   | Follow Up on Workforce Working Group recommendations (CM for Corporate Services & Performance) |  |
| <b>Scrutiny Reports to Council</b>                                  |                                      | Draft Scrutiny Annual Report 2021/22                   |   |   |  | Scrutiny Dispatches Impact Report  |

| <b>ACTIVITY</b>   | <b>17 Jan 2023</b>  | <b>14 Feb 2023</b>  | <b>14 Mar 2023</b>   | <b>18 Apr 2023</b>   | <b>16 May 2023</b>                                | <b>June</b>              |
|---|---|---|--|--|---|--------------------------|
| <b>Scrutiny Work Programme</b>                                      |   |   |  |  | Work Programme Review                             | Work Planning Conference |
| <b>Cabinet Member Portfolio Responsibility Q &amp; A Sessions</b>   | Leader / Economy, Finance & Strategy (incl. focus on Policy Commitments / Council Priorities; Recovery & Transformation Plan) | Houses of Multiple Occupation (CM for Corporate Services & Performance)                       |  |  | Parks (CM for Investment, Regeneration & Tourism) |                          |
| <b>Specific Cabinet Member / Officer Reports</b><br><br>Page 352    |   |   | <ul style="list-style-type: none"> <li>• Scrutiny of Public Services Board</li> <li>• Children &amp; Young People's Rights Scheme (annual report) (CM for Care Services / Education &amp; Learning)</li> </ul> | Crime & Disorder Scrutiny - Safer Swansea Community Safety Partnership |   |                          |
| <b>Scrutiny Performance Panel Progress Reports</b>                  | Education   | Adult Services  | Child & Family Services  | Development & Regeneration   | Climate Change & Nature                           |                          |
| <b>Pre-decision Scrutiny</b>  |   |   |  |  |   |                          |
| <b>Final Scrutiny Inquiry Reports / Follow Up on Scrutiny Recs.</b> |   | Follow Up on Bus Services Working Group recommendations (CM for Environment & Infrastructure) |  |  |   |                          |
| <b>Scrutiny Reports to Council</b>                                  |   |   | Scrutiny Dispatches Impact Report  |  |   |                          |

\* denotes extra meeting

Other topics to schedule:

- Cabinet Member Q & A: Community Growing (Cabinet Member for Community Support); Community Groups, Engagement & Development (Cabinet Member for Community Support)

## Scrutiny & Monitoring of External Audit / Inspection / Regulatory (AIR) Reports (2022/23)

The Chair of the Governance & Audit Committee and Chair of the Scrutiny Programme Committee decide between them the route that specific reports should take, i.e., whether reported to and monitored by G & A Committee or SPC, as deemed appropriate.

External AIR reports that are relevant for Scrutiny are allocated either to the Scrutiny Programme Committee or referred to relevant Scrutiny Performance Panels and scheduled for discussion, as appropriate.

When a report has been issued to the Council and is available for Scrutiny, the relevant Scrutiny Chair / Convener is made aware, and it can be highlighted to Committee / Panel members within the next available meeting agenda.

Reporting to scrutiny will typically require relevant Cabinet Members / Officers to attend meetings to discuss implications and present action plans along with statements about progress. Scrutiny Officers will engage with relevant Cabinet Members / Officers to forward plan the scheduling of Committee / Panel discussion at the right time, e.g., with a response / action plan (showing any progress to date), making the best use of time given pressure on scrutiny work plans / workloads.

The Committee / Panel can then receive assurance from Council leads about their response to any external reports and provide challenge to ensure improvement, making observations, and arranging further monitoring as necessary.

Depending on content, every report may not require the same level of involvement and consideration (given degree of importance or interest) therefore it will be up to relevant scrutiny lead member(s) to determine best approach in dealing with relevant reports. In certain cases, the Committee / Panel may take an exceptional approach to reports, i.e., being provided with information outside of meetings and only scheduling for discussion at a meeting with relevant Cabinet Member / Officer where there are specific issues, concerns about action / progress. Flexible approaches will relieve pressure on workloads and ensure best use of time and resources.

The Governance & Audit Committee is provided with a log of reports being dealt with by Scrutiny so that it can maintain an oversight of monitoring and be assured that reports are being effectively followed up.

| <b>Report Title</b>  | <b>Type of Report</b>        | <b>Lead Cabinet Portfolio</b> | <b>Committee / Panel</b>         | <b>Report to Scrutiny</b> | <b>Scrutiny of AIR Report Complete (YES / NO?)</b> |
|--|------------------------------|-------------------------------|----------------------------------|---------------------------|--|
| <b>Direct Payments for Adult Social Care</b><br>(April 2022)           | Audit<br>Wales<br>(National) | Care Services                 | Adult Services<br>Panel          | tba                       |  |
| <b>Public Sector Readiness for Net Zero Carbon by 2030</b> (July 2022) | Audit<br>Wales<br>(National) | Service<br>Transformation     | Climate Change<br>& Nature Panel | tba                       |  |

**NOTE:**

Estyn: All individual School Estyn Inspection outcome summaries and links to full reports are included in Education Scrutiny Performance Panel agendas for information / awareness. The Panel will follow up on any where there are concerns and some when good practice has been highlighted.

## **Governance & Audit Committee – Terms of Reference**

### **Statement of Purpose**

The Governance and Audit Committee is a key component of the City and County of Swansea's corporate governance. It provides an independent and high level focus on the audit, assurance and reporting arrangements that underpin good governance and financial standards.

The purpose of the Governance and Audit Committee is to provide independent assurance of the adequacy of the risk management framework, the internal control environment and the performance assessment of the Council. It provides an independent review of the governance, performance assessment, risk management and control frameworks and oversees the financial reporting and annual governance processes. It oversees internal audit and external audit, helping to ensure efficient and effective assurance arrangements are in place.

### **Membership**

The Local Government (Wales) Measure 2011 provides that two thirds of the members of the Committee are to be members of the council and one third must be lay members. Only one member of the Cabinet or Assistant to the Cabinet may sit on the Committee, and that person must not be the Leader. The Chair must be a lay member and the vice chair must not be a member of the Cabinet or an Assistant to the Cabinet.

### **Governance, Performance, Risk and Control**

- a) To review the Council's corporate governance arrangements against the good governance framework and consider annual governance reports and assurances.
- b) To review the Council's draft annual Self-Assessment Report, and make any appropriate recommendations for changes to the conclusions or actions the Council intends to make.
- c) To review the Council's draft response to the Panel Performance Assessment Report, and make any appropriate recommendations for changes.
- d) To review the Council's draft response to any Auditor General's recommendations arising from a special inspection in respect of the Council's performance requirements and to make any appropriate recommendations for changes.
- e) To review and assess the authority's ability to handle complaints effectively and to make any associated reports and

recommendations in relation to the authority's ability to handle complaints effectively.

- f) To review the Annual Governance Statement prior to approval and consider whether it properly reflects the risk environment and supporting assurances.
- g) To consider the Council's arrangements to secure value for money and review assurances and assessments on the effectiveness of these arrangements.
- h) To consider the Council's framework of assurance and ensure that it adequately addresses the risks and priorities of the council.
- i) To monitor the effective development and operation of risk management in the Council.
- j) To monitor progress in addressing risk related issues reported to the Committee.
- k) To consider reports on the effectiveness of internal controls and monitor the implementation of agreed actions.
- l) To review the assessment of fraud risks and potential harm to the Council from fraud and corruption.
- m) To monitor the counter fraud strategy, actions and resources.
- n) To review any proposals in relation to the appointment of external providers of internal audit services and to make recommendations.
- o) To review the governance and assurance arrangements for significant partnerships or collaborations.

#### **Internal Audit**

- p) To approve the internal audit charter and resources.
- q) To approve the risk-based internal audit plan, containing internal audit's resource requirements, the approach to using other sources of assurances and any work required to place reliance upon those other sources.
- r) To approve significant interim changes to the risk based internal audit plan and resource requirements.

- s) To make appropriate enquiries of both management and the Chief Internal Auditor to determine if there are any inappropriate scope or resource limitations.
- t) To consider the Chief Internal Auditor's annual report and opinion, and a summary of internal audit activity (actual and proposed) and the level of assurance it can give over the Council's corporate governance arrangements.
- u) To consider the Chief Internal Auditor's annual report.
- v) To consider reports from the Chief Internal Auditor on Internal Audit's performance during the year including the performance of external providers of internal audit services.
- w) To consider a report on the effectiveness of internal audit to support the Annual Governance Statement, where required to do so by the Accounts and Audit Regulations.
- x) To consider any impairments to independence or objectivity arising from additional roles or responsibilities outside of internal auditing of the Chief Internal Auditor. To approve and periodically review safeguards to limit such impairments.
- y) To consider summaries of specific internal audit reports as requested.
- z) To receive reports outlining the action taken where the Chief Internal Auditor has concluded that management has accepted a level of risk that may be unacceptable to the authority or there are concerns about progress with the implementation of agreed actions.
- aa) To consider reports dealing with the management and performance of the providers of internal audit services.
- bb) To consider a report from internal audit on agreed recommendations not implemented within a reasonable timescale.
- cc) To consider the external auditor's annual letter, relevant reports, and the report to those charged with governance.
- dd) To contribute to the Quality Assurance and Improvement Programme and in particular the external quality assessment of internal audit that takes place at least once every five years.

- ee) To provide free and unfettered access to the Governance and Audit Committee Chair for the Chief Internal Auditor, including the opportunity for a private meeting with the Committee.

### **External Audit**

- ff) To consider the external auditor's annual letter, relevant reports, and to those charged with governance.
- gg) To consider specific reports as agreed with the external auditor.
- hh) To comment on the scope and depth of external audit work and to ensure it gives value for money.
- ii) To commission work from external audit.
- jj) To advise and recommend on the effectiveness of relationships between external audit and other inspector agencies or relevant bodies

### **Financial Reporting**

- kk) To review the annual statement of accounts. Specifically, to consider whether appropriate accounting policies have been followed and whether there are concerns arising from the financial statements or from the audit that need to be brought to the attention of the Council.
- ll) To consider the external auditor's report to those charged with governance on issues arising from the audit of the accounts.

### **Accountability Arrangements**

- mm) To report to full Council on a regular basis on the Committee's performance in relation to the terms of reference and the effectiveness of the Committee in meeting its purpose.
- nn) To report to Council on an annual basis and to publish an annual report on the Committee's work, its performance in relation to the Terms of Reference, and its effectiveness in meeting its purpose.
- oo) To raise the profile of probity generally within the Council and to report on matters of concern to the individual Cabinet Member, relevant Scrutiny Committee, Cabinet or to Council as necessary and appropriate.
- pp) To work in synergy with the Scrutiny Committees of the Council and liaise with other Council Committees as and when appropriate to avoid duplication in work programmes.

- qq) To report to those charged with governance on the committee's findings, conclusions and recommendations concerning the Appendix 1 adequacy and effectiveness of their governance, risk management and internal control frameworks, financial reporting arrangements, and internal and external audit functions
- rr) To publish an annual report on the work of the committee.

**Training and Development**

- ss) To attend relevant training sessions including specialist training tailored for Members of the Governance and Audit Committee.