



## City and County of Swansea

### Notice of Meeting

You are invited to attend a Meeting of the

## Scrutiny Programme Committee

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

**On:** Tuesday, 17 October 2023

**Time:** 4.00 pm

**Chair:** Councillor Peter Black CBE

#### Membership:

Councillors: A Davis, E W Fitzgerald, V A Holland, M Jones, W G Lewis, P N May, F D O'Brien, S Pritchard and T M White

Statutory Co-opted Members: Beth Allender and Elizabeth Lee

Councillor Co-opted Members: C A Holley, P R Hood-Williams, S M Jones, L R Jones and S E Keeton

**Watch Online:** <https://bit.ly/46dhU8x>

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

### Agenda

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**1 Apologies for Absence.**

**2 Disclosures of Personal & Prejudicial Interest.**

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

**3 Prohibition of Whipped Votes and Declaration of Party Whips.**

**4 Minutes.**

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

1 - 4

**5 Public Question Time.**

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

- |           |   |                  |
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| <b>6</b>  | <b>Scrutiny of Swansea Public Services Board.</b>   | <b>5 - 76</b>    |
| <b>7</b>  | <b>Pre-Decision Scrutiny: Oracle Project Closure Process and Transition to New Operating Model.</b><br>a) Role of the Committee.<br>b) Consideration of Cabinet Report and Questions.<br>c) Committee's View for Cabinet. | <b>77 - 97</b>   |
| <b>8</b>  | <b>Scrutiny Performance Panel Progress Report: Education (Councillor Lyndon Jones, Convener).</b>   | <b>98 - 102</b>  |
| <b>9</b>  | <b>Membership of Scrutiny Panels and Working Groups.</b>  | <b>103 - 105</b> |
| <b>10</b> | <b>Scrutiny Work Programme.</b><br>Discussion on:<br>a) Committee Work Plan.<br>b) Opportunities for Pre-Decision Scrutiny.<br>c) Progress with Scrutiny Panels and Working Groups.                                       | <b>106 - 134</b> |
| <b>11</b> | <b>Date and Time of Upcoming Panel / Working Group Meetings.</b>  | <b>135 - 136</b> |

**Next Meeting:** Tuesday, 14 November 2023 at 4.00 pm



**Huw Evans**  
**Head of Democratic Services**  
**Wednesday, 11 October 2023**  

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

# Agenda Item 4



City and County of Swansea

## Minutes of the **Scrutiny Programme Committee**

Multi-Location Meeting - Gloucester Room, Guildhall / MS

Teams

Tuesday, 19 September 2023 at 4.00 pm

**Present:** Councillor P M Black (Chair) Presided

**Councillor(s)**

A Davis  
F D O'Brien

**Councillor(s)**

E W Fitzgerald  
S Pritchard

**Councillor(s)**

M Jones  
T M White

**Statutory Co-opted Member(s)**

Beth Allender Elizabeth Lee

**Councillor Co-opted Member(s)**

C A Holley P R Hood-Williams L R Jones

**Officer(s)**

Matthew Bowyer	Group Leader, Highways & Transportation
Stuart Davies	Head of Highways & Transportation
Chloe Lewis	Team Leader, Transport Strategy & Monitoring
Brij Madahar	Scrutiny Team Leader
Jack Palmer	Active Travel Officer
Debbie Smith	Deputy Chief Legal Officer
Mark Wade	Director of Place
Samantha Woon	Democratic Services Officer

**Also present**

Councillor A Stevens, Cabinet Member for Environment & Infrastructure

**Apologies for Absence**

Councillor(s): V A Holland and W G Lewis

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**16 Disclosures of Personal & Prejudicial Interest.**

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

**17 Prohibition of Whipped Votes and Declaration of Party Whips.**

In accordance with the Local Government (Wales) Measure 2011, no declarations of Whipped Votes or Party Whips were declared.

**18 Minutes.**

**Resolved** that the Minutes of the Scrutiny Programme Committee held on 18 July 2023 be approved and signed as a correct record.

**19 Public Question Time.**

There were no public questions.

**20 Scrutiny of Cabinet Member Portfolio Responsibilities: Active Travel - Councillor Andrew Stevens, Cabinet Member for Environment & Infrastructure.**

The Cabinet Member for Environment & Infrastructure, assisted by officers from Highways & Transportation, presented an overview of the statutory requirements of the Active Travel (Wales) Act 2013 and the various strands of work that make up Swansea Council's active travel delivery programme.

Officers detailed the term 'Active Travel', how active travel schemes are identified, funded and developed, and how the Council monitors the uptake and impact of active travel in Swansea. The Committee was referred to Active Travel Network Maps (ATNM) that Councils are required to produce. Most recently, these Maps were developed in Swansea throughout 2021 with various consultation and engagement carried out in the process, and Swansea's ATNM was approved in August 2022. ATNMs are to be revisited every 3 years.

Committee questioning and discussion focussed on the following:

- Consultation & Engagement (the modifications to the consultation undertaken in 2021 compared to the consultation in 2017. Challenges associated with dealing with conflicting opinions/views during consultation were discussed).
- Safety (the process and remedial action currently in place for monitoring accidents / incidents relating to Active Travel routes).
- Community Benefits (the various locations benefitting from seating, placemaking and greenery were detailed).
- Core Allocation Funding for Minor Works (the purpose of this funding was explained and how it could be used).
- Tourism and Recreation (whilst there is a need to ensure connectivity between Active Travel and Tourism and Recreation, there were stringent parameters to be adhered too when applying for Active Travel funding – as recreation / leisure is secondary to the main objective of routes being used for purposeful journeys to a destination such as work, school or the shops, shifting away from car use)
- Maintenance of Routes and Infrastructure (no specific funding was available for maintenance, though Welsh Government is continually lobbied on this point. Any costs are to be met from existing revenue budgets within Highways & Transportation).
- Active Travel Objectives (challenges associated with changing behavioural habits in terms of travel preferences - displacing car journeys with walking and cycling - and the evidence of success, and that active travel routes were being used in a variety of ways).

- Monitoring & Evaluation (processes and emerging trends were detailed. Officers confirmed that any available statistics about usage could be provided to the Committee).
- Future Plans (Plans were detailed in Swansea's ATNM and the Council was able to submit bids each year to Welsh Government for Schemes ready to be taken forward. Outcome would be reported to Cabinet usually around June / July for approval to proceed with expenditure on associated projects and add to the capital programme).

The Chair thanked the Cabinet Member for Environment and Infrastructure and Officers for the information provided and response to questions.

**Resolved** that the Chair write to the Cabinet Member for Environment & Infrastructure reflecting the views of the Committee.

## **21 Scrutiny Annual Report 2022/23.**

The Chair presented the Scrutiny Annual Report for 2022/23, which subject to Committee endorsement, would be presented by the Chair to Council on 5 October.

It reflected on the range of activities carried out by Scrutiny Councillors during the previous municipal year, with examples of good Scrutiny, impact and improvement, including the results of Councillor Survey and feedback from Scrutiny meeting participants.

The report evidenced how Scrutiny has made a difference, by

- Ensuring that Cabinet Members (and other decision-makers) are held to account
- Making evidence based suggestions, proposals, recommendations on topics of concern
- Monitoring and challenging service performance and improvement
- Acting as a 'check' on key Cabinet decisions through Pre-decision Scrutiny and Call-in
- And from all of this work, communicating concerns and proposals for improvement through regular publication of Scrutiny Letters and Reports; and
- Making the work of the Council open and transparent to the public

The report also supports continuous improvement for the Scrutiny function – efforts to change processes and practice, and tweak things to be even more effective and make the most of limited time and resources.

**Resolved** that the report be agreed.

## **22 Membership of Scrutiny Panels and Working Groups.**

**Resolved** that the membership of the Panels and Working Groups as reported, be agreed.

**23 Scrutiny Work Programme.**

The Chair presented the agreed Scrutiny Work Programme for 2023/24 which the Committee is responsible for monitoring.

He stated that the Anti-Social Behaviour Scrutiny Inquiry is at 'final report stage' and it is anticipated will present its report, with conclusions and recommendations, to the Scrutiny Programme Committee in November. The Scrutiny Programme Committee will then be asked to support the submission of the Inquiry report to Cabinet for decision.

The Chair referred to the Scrutiny Training & Development Programme which has been developed and will be delivered and facilitated by the Improvement Team at the Welsh Local Government Association (WLGA) for Swansea Scrutiny Councillors. The Programme will consist of five different Sessions between October and January. Councillors have been asked to indicate availability for these Sessions and should respond as soon as possible accordingly. The Chair reiterated that the Training was a good opportunity to improve and develop Scrutiny knowledge and skills.

The main items scheduled for the next meeting on 17 October comprised:

- Scrutiny of Swansea Public Services Board.
- Scrutiny of Oracle Fusion Project Implementation.

**24 Date and Time of Upcoming Panel / Working Group Meetings.**

The Chair referred upcoming Panel/Working Group/Regional Scrutiny meetings, for awareness.

The meeting ended at 5.12 pm

**Chair**

# Agenda Item 6



## Report of the Chair of the Scrutiny Programme Committee

Scrutiny Programme Committee – 17 October 2023

### Scrutiny of Swansea Public Services Board

<b>Purpose:</b>	This report provides background and advice to the Committee in support of its ongoing scrutiny of Swansea Public Services Board (PSB). The Committee is the designated Council body for scrutinising the PSB and its overall effectiveness, which is a statutory requirement set out in the Well-being of Future Generations (Wales) Act 2015. This meeting follows on from the last Scrutiny session on the PSB in February 2023.
<b>Content:</b>	<p>The Chair and Vice-Chair of the PSB, along with lead officer(s), will attend to present, address questions, and consider Committee views on the performance of the PSB. A report has been provided on progress since the last Scrutiny session.</p> <p>The previous Committee Scrutiny Letter reflecting on the PSB Scrutiny session in February is also included to support the discussion, and enable follow up on action taken by the PSB in response, where the Committee has made suggestions for improvement.</p>
<b>Councillors are being asked to:</b>	<ul style="list-style-type: none"><li>• Consider the report of the Chair of the PSB, ask questions, and give views.</li></ul>
<b>Lead PSB Councillor(s) / Members:</b>	<ul style="list-style-type: none"><li>• Councillor Rob Stewart (Leader of the Council / Lead Council representative on PSB)</li><li>• Councillor Andrea Lewis (Leader's Representative on PSB / Chair of PSB)</li><li>• Roger Thomas, Chief Fire Officer, Mid &amp; West Wales Fire &amp; Rescue Service (Vice-Chair of PSB)</li></ul>
<b>Lead Officer:</b>	Ness Young, Director of Corporate Services, Swansea Council
<b>Report Author:</b>	Brij Madahar, Scrutiny Team Leader Tel: 01792 637257 E-mail: <a href="mailto:brij.madahar@swansea.gov.uk">brij.madahar@swansea.gov.uk</a>
<b>Legal Officer:</b>	Debbie Smith
<b>Finance Officer:</b>	Amanda Thomas

## 1. Introduction

1.1 It is a statutory requirement for Councillors within Swansea (as well as across Wales) to hold their local Public Services Board accountable for its work and achievements to see whether it is making a difference for citizens. [Swansea Public Services Board](#) (PSB) is the overarching strategic partnership of public service providers in the area, who work together to improve local services. The Scrutiny Programme Committee is the designated Council Committee for Scrutiny of Swansea Public Services Board.

1.2 The Well-being of Future Generations (Wales) Act 2015 requires that a PSB is set up in every local authority area in Wales. There is a duty on specified public bodies to work through these Boards to improve the economic, social, environmental and cultural well-being of their areas by contributing to the national well-being goals set out in the Act. PSBs are specifically required to:

- a) Undertake a Well-being Assessment for the area
- b) Set local Well-being Objectives as part of a Well-being Plan
- c) Take all reasonable steps to meet those objectives

1.3 Although the work of the PSB will involve a wide range of partner organisations from public, private and voluntary sectors, there are four statutory members who are the formal decision makers responsible for the functioning and activities of the Board. The four Statutory Members of the PSB are:

- Swansea Bay University Health Board
- Swansea Council
- Mid & West Wales Fire and Rescue Service
- Natural Resources Wales

The Statutory Members, along with Invited Participants, come together to meet every two months. There is also a PSB Partnership Group for more wider engagement with partner organisations.

1.4 Scrutiny plays an important role in ensuring that partnership working is accountable to elected local Councillors, and provides a formal platform to make recommendations and challenge improvement of the PSB.

1.5 The overarching objective of Scrutiny, as agreed by the Committee, is to consider: What difference is Swansea Public Services Board making for citizens? Specific lines of questioning have focused on:

- The effectiveness of the PSB Wellbeing Assessment
- The effectiveness of the PSB Wellbeing Plan
- How well the PSB is meeting its well-being duties, and is considering the five ways of working and seven well-being goals



- The effectiveness of performance measurement arrangements
  - The level of commitment from individual partners to the work of the PSB
  - The effectiveness of the PSB in communicating its work, objectives and outcomes to its stakeholders, including the public
  - The effectiveness of the PSB in addressing the issue of pooled funding to tackle priorities
- 1.6 The Committee will engage with PSB statutory members / key partners about progress in the delivery of agreed PSB Well-being Plan objectives, and effectiveness of the PSB generally. The delivery of Well-being Objectives is at the heart of what the PSB is trying to do to make a difference. Performance against these objectives will be a key measure of success.
- 1.7 It is important to note that the remit of PSB Scrutiny includes only the activities of the PSB as a partnership and excludes Scrutiny of individual partner organisations. The Committee can require any member of the PSB to give evidence, but only in respect of the exercise of joint functions conferred on them as a member of the PSB.
- 1.8 Whilst the Committee is responsible for looking at the overall work and effectiveness of the PSB, subject specific Scrutiny bodies can still scrutinise the PSB's work in relation to a specific issue, within their remit.

## **2. Previous Scrutiny Committee Session**

- 2.1 The Committee will schedule at least two PSB Scrutiny Sessions each municipal year. In the last session held in February 2023 the Committee was formally consulted on the Draft PSB Local Well-being Plan 2023-28, which was to be in place by May 2023, ahead of formal decision-making and Plan approval. It also followed up on issues arising from previous scrutiny sessions, and action taken. The Committee intended to follow up on the development of the Well-being Plan at the next PSB Scrutiny session when it expected to be able to see the associated action plan and how performance against the Plan will be measured.
- 2.2 The Committee Letter to the Chair of the PSB is **attached** to remind Committee Members and enable follow up on how views have been considered and action taken, or planned, by the PSB in response, where the Committee has made suggestions for improvement.

### 3. Public Services Board Progress Report

- 3.1 With the publication of a [new Well-being Plan](#) this year, we are informed that there is no PSB Annual Report this year, which the Committee would usually consider at this time. However, the meeting will provide opportunity for the Committee to hear from PSB leads about progress / developments over the last 8 months and enable follow up on discussion on the Local Well-being Plan.
- 3.2 The Committee is keen to see detail on the performance framework and measurable outcomes, i.e., action plans for each Well-being Objective alongside the identification of responsibilities, outputs, and performance arrangements, with clarity about leads and actions for individual partners, etc. The Committee will want to ask questions about this and any other developments. The key Scrutiny question, as always, is asking about the difference being made by the PSB and effectiveness.
- 3.3 The Chair of the PSB has provided a report on the development of the performance framework to help show the work being undertaken by the Board – see attached **Appendix 2**. The following PSB leads will attend in support of this report:
- Councillor Andrea Lewis – Chair of PSB
  - Roger Thomas, Chief Fire Officer, Mid & West Wales Fire & Rescue Service (Vice-Chair of PSB)
  - Councillor Rob Stewart (Leader of the Council / Lead Council representative on PSB)
  - Ness Young – Director of Corporate Services, Swansea Council
  - Richard Rowlands - Strategic Delivery & Performance Manager, Swansea Council
- 3.4 However, it is recognised that many more people play a part in the work, effective functioning, and success of the PSB in delivering against agreed wellbeing objectives, and it is important to gather different perspectives. As with previous sessions invitation has also been extended to other PSB Members / Leads (both strategic and operational) as optional attendees, who may wish to attend if available and contribute to the discussion, to reflect experiences and help the Committee to understand what is going on.
- 3.5 The Committee will reflect on the session with a letter to the Chair of the PSB outlining views and any suggested action / recommendations, etc.

#### **4. PSB Meetings**

4.1 The Minutes of meetings of the PSB held since the last Scrutiny session in February 2023 are **attached** for Committee awareness:

- 9 February
- 27 April
- 13 July (draft)

4.2 The next PSB meeting is scheduled to take place on 12 October 2023.

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

5.1 There are no legal implications from this covering report.

#### **6. Financial Implications**

6.1 There are no financial implications from this covering report.

**Background Papers:** None

#### **Appendices:**

Appendix 1 – Letter correspondence between the PSB Scrutiny Performance Panel and Chair of the PSB: February 2023 Committee meeting

Appendix 2 – Report of the Chair of Swansea PSB – October 2023

Appendix 3 – Minutes of Swansea Public Services Board Joint Committee:  
A) 9 February meeting & B) 27 April meeting & C) 13 July meeting (draft)



**To/  
Councillor Andrea Lewis,  
Chair of Swansea Public Services  
Board Joint Committee**

**BY EMAIL**

cc: Vice-Chair of Swansea PSB Joint  
Committee

*Please ask for:  
Gofynnwch am:*

*Direct Line:  
Llinell Uniongyrochol:*

*e-Mail  
e-Bost:*

*Our Ref  
Ein Cyf:*

*Your Ref  
Eich Cyf:*

*Date  
Dyddiad:*

Scrutiny

01792 637257

scrutiny@swansea.gov.uk

SPC/2022-23/10

28 February 2023

Summary: This is a letter from the Scrutiny Programme Committee to the Chair of Swansea Public Services Board Joint Committee following the meeting of the Scrutiny Committee on 14 February 2023. It contains feedback on the Public Services Board Draft Local Well-Plan. A formal written response is not required.

Dear Councillor Lewis,

### **Scrutiny Programme Committee – 14 February Draft PSB Local Well-being Plan**

We are writing to you following our Scrutiny session with our views, reflecting on information presented, questions and discussion, on the Draft PSB Local Well-being Plan. This follows on from the previous Scrutiny session held in October 2022, as part of ongoing Scrutiny of Swansea PSB.

We noted that the PSB's new Local Well-being Plan must be in place by May 2023, and is subject to a consultation process, which started in November 2022. We thank you for attending the meeting, and appreciated the input provided by Richard Rowlands, Strategic Delivery & Performance Manager, Swansea Council, and Suzy Richards, Policy Officer, Swansea Council, who have been integral in developing the Plan on behalf of the PSB.

The Committee acknowledged that changes have been made to the Plan, and continue to be made, in response to the consultation, and you highlighted some key potential areas of amendment. We noted however that the headings of the four Local Well-being Objectives continue to be supported and remain, but their definitions have been updated. In particular, the Climate

**OVERVIEW & SCRUTINY / TROSOLWG A CHRAFFU**

**SWANSEA COUNCIL / CYNGOR ABERTAWE**

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I dderbyn yr wybodaeth hon mewn fformat arall neu yn Gymraeg, cysylltwch â'r person uchod  
To receive this information in alternative format, or in Welsh please contact the above

Change and Nature Recovery objective focuses explicitly on biodiversity and the causes and impacts of climate change to better reflect both adaptation and mitigation:

- **Early Years:** To ensure that children in Swansea have the best start in life to be the best they can be.
- **Live Well, Age Well:** To make Swansea a great place to live at every stage of life.
- **Climate Change and Nature Recovery:** To restore and enhance biodiversity, tackle the causes and reduce the impact of climate change.
- **Strong Communities:** To build cohesive communities with a sense of pride and belonging.

We noted that formal sign off of the Plan by the PSB Joint Committee is expected 27 April 2023, enabling publication / launch in May. Ahead of that, we also noted the Plan is also being reported to 30 March Council meeting for organisation approval, with other statutory partners doing similar.

## **Scrutiny Views**

From our discussion, the Committee would bring the following to your attention as feedback on the Draft Well-being Plan:

### **1) Public Engagement**

We discussed the extent of public engagement in the development of the Plan. The Committee was keen to see the PSB engaging effectively with the public, through accessible means to maximise reach, including use of social media as well as face-to opportunities, and having 'executive summaries' and / or easy read documents to facilitate public awareness and feedback. We noted the engagement activity carried out, as set out in the report provided to the Committee. This indicated that a range of efforts have been made to communicate with stakeholders including the wider public, raise awareness of the PSB and Well-being Plan, and invite views. You reported that following Joint Committee approval of the final Plan a 'Plan on a Page', Screen Reader, Easy Read and digital video versions of the Plan will be produced to communicate the Plan at launch in May 2023, which we welcome. Whilst acknowledging the challenges, and possible reasons for it, we remain concerned about the low level of survey responses and would suggest you evaluate the approach taken and methods of engagement for the future. As such, we would challenge whether there is overwhelming public support.

### **2) Performance Measures**

We understand that the Plan is the overarching strategic document setting out priorities, and had no significant concerns about the direction, however, are keen to see detail on the performance framework and measurable outcomes. The Committee was told that action plans will sit behind each of the Well-

being Objectives, and are currently subject of development. We recommended there be a clear link between national well-being indicators and each of the Well-being Plan objectives, so that it is clear what indicators are driving the Plan and helping to track progress. You reported that between March and June 2023, action plans will be produced for each objective alongside the identification of responsibilities, outputs, and performance arrangements. There will be clarity about leads and will show actions for individual partners. We look forward to seeing the action plan(s) at the next Scrutiny session in around six months. This is important for public accountability and making sure the PSB is making a difference.

### **3) Financial Implications**

The delivery of the Plan will of course require resources from the Council and partners, something that is not quantified within the draft Plan, to achieve against objectives and steps described within. We noted that there is no dedicated budget to deliver PSB objectives, but each organisation is contributing from their resources to the delivery of shared objectives. You emphasised that organisational plans and the PSB Well-being Plan were aligned, ensuring that collectively resources are focusing on tackling these objectives, and able to stretch further with collaboration, more efficiency and avoiding duplication. It is important to see this 'golden thread' between the PSB and individual partner Plans, clearly set out in the Well-being Plan.

### **Your Response**

We hope that you find the contents of this letter helpful and would welcome any comments, however we do not expect you to provide a formal response. However, we do expect the PSB to consider our views ahead of Plan approval. Please report our letter to the PSB Joint Committee. The Committee will follow up on the development of the Well-being Plan at our next PSB Scrutiny session, around August 2023, when we hope to be able to see the associated action plan and how performance against the Plan will be measured.

Yours sincerely,



**COUNCILLOR PETER BLACK**

Chair, Scrutiny Programme Committee

✉ [cllr.peter.black@swansea.gov.uk](mailto:cllr.peter.black@swansea.gov.uk)



## Report of the Chair of Swansea Public Services Board

Scrutiny Programme Committee – 17<sup>th</sup> October 2023

### Briefing – Swansea Public Services Board (PSB) Performance Framework

<b>Purpose</b>	The report presents an update on efforts by the Public Services Board (PSB) to review the development of the performance framework to help show the work being undertaken by the Board.
<b>Content</b>	Provides an update on the work that has been undertaken to date to develop the performance framework to help show the progress being made by the PSB and next steps.
<b>Councillors are being asked to</b>	Consider the information provided and give views.
<b>Lead Councillor</b>	Councillor Andrea Lewis, Cabinet Member for Service Transformation (Deputy Leader)
<b>Lead Officer</b>	Richard Rowlands
<b>Report Author</b>	Richard Rowlands
<b>Legal Officer</b>	Debbie Smith
<b>Finance Officer</b>	Paul Roach
<b>Access to Services Officer</b>	Rhian Millar

#### 1. Background

- 1.1 This report provides an update on the report presented to the Scrutiny Programme Committee on 18<sup>th</sup> October 2022 and the work that has been undertaken to date to develop the performance framework to help show the progress being made by the PSB.
- 1.2 At previous meetings of the Scrutiny Programme Committee, the Committee has discussed how the PSB can develop its performance framework to help evidence the tangible difference the PSB is making, and improve the clarity of action and outcomes from meetings.

## 2. PSB Performance Framework

- 2.1 The PSB oversees progress meeting the Well-being Priorities set out within the PSB Well-being Plan. These priorities work towards the 2040 long-term vision for the population of the whole local area covered by the work of the Board.
- 2.2 The Swansea PSB Committee had previously received Highlight Reports from Priority Leads that reported progress meeting the PSB priorities set out within the Well-being Plan.
- 2.3 The Highlight Reports did not contain performance indicators. Performance indicators generally measure how much individual organisations are delivering and how well they are doing it. It is generally more problematic to measure performance and outcomes using performance indicators where outcomes are delivered collectively by partnerships to whole populations over a longer period. This type of information is usually best captured by population indicators contained within suitable and comparable data sources, such as those collected by the Office of National Statistics and Welsh Government.
- 2.4 In addition, there are further and significant resource demands associated with the development, collection, processing and reporting of data that must come from the public bodies that make up the PSB, which does not have any of its own dedicated systems and resources. Most of the available resources during 2021/22 and 2022/23 were devoted to the development of the PSB Well-being Assessment and PSB Well-being Plan respectively.
- 2.5 However, with these points in mind, a performance framework for the PSB has been developed following the production of the well-being plan. The framework consists of an action plan (**Appendix A**) for 2023-24 containing actions, intended outcomes, milestones, and success measures. The action plan is being reviewed and monitored for progress at the Swansea PSB Committee.
  - 2.5.1 In addition, the framework will consist of population level outcome measures, and monitoring arrangements. Work to research and map potential population measures against well-being objectives and drivers has commenced – a draft and work in progress is attached (**Appendix B**). This initial draft work has recently been discussed with the PSB Delivery Group (operational leads). Further refinement of driver-indicator links will follow and then shared more widely with a view to being in place ready for 2024/25.



### **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 A screening form was completed. This report is a 'for information' briefing and so is not relevant for an IIA.

### **4. Legal Implications**

4.1 There are no legal implications.

### **5. Financial Implications**

5.1 There are no financial implications.

**Background papers:** *None*

**Glossary of terms:** *None*

**Appendices:** Appendix A – PSB Performance Framework 2023/24.

Appendix B – Draft population measures – in development.

Well-being Plan - Step 1 - To support the transformation of Early Year Services in Swansea to provide better support for children to have the best start in life.

Quarter: 2 2023/24

Overall RAG status			
Q1	Q2	Q3	Q4

KPI	Target	Result	Comment	RAG

Strategic Lead: Karen Stapleton  
 Name: Karen Stapleton  
 Organisation: SBUHB  
 Email Address: karen.stapleton@wales.nhs.uk

Operational Lead: Alison Williams/Gary Mahoney  
 Name: Alison Williams/Gary Mahoney  
 Organisation: Swansea Council  
 Email Address: alison.williams@swansea.gov.uk/  
 gary.mahoney@swansea.gov.uk

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2023-24 Action	Desired outcome	Milestone	Milestone Deadline	Milestone Owner	Success Measure	Progress Update	RAG
Identify a lead sponsor for the integration toolkit, the Early Years Maternity Maturity Matrix (EYMMM)	Sponsor identified and attending PSB to ensure the work is highlighted and driven		Apr-23	KS/AW/GM	Sponsor identified	Discussion with Karen Stapleton have resulted in Michelle Davis involvement in the Early Years Steering Group. Karen Stapleton has been identified as the Lead for the Early Years Objective at a PSB level.	Green
Integrate the work of the Early Years Steering Group with the PSB wellbeing objectives from Swansea & NPT	A single action plan that supports outcomes from Early Years Integration Transformation (EYIT), PSB Wellbeing Objective, incorporating recommendations from EYMMM & EYIT evaluation		Sep-23	Early Years Steering Group	Amended Terms of Reference for the group to ensure clarity	Amended ToR sent around to partners for discussion, and updating. Final sign off is expected by the end of October 2023. The need to develop an integrated strategy is recognised. The vision for Early Year Integration Steering Group is to lead on the EY PSB objectives across the HB footprint, discussions with Swansea have resulted in agreement, however further discussions are needed in NPT. This should support an integrated way of working across the region.	Amber

Develop a framework with performance measures.	Agencies working towards agreed performance measures		Mar-24	Early Years Steering Group	Framework developed, in place and used by all partners	Performance measures for Pathfinder pilots are being examined to ensure that the lessons learnt from the testing is measurable. Flying Start measures for SLT, HV & Parenting are also being examined to ensure that work is reported and impact assessed. Work has begun to understand the various EY reports with a view to understanding how to align them and support the development of an EY Strategy.	Green
Develop a Swansea Bay Early Years and Maternity Strategy, to bring together different strategies from Swansea, NPT & SBUHB	A single action plan that supports outcomes from Early Years Integration Transformation (EYIT), PSB Wellbeing Objective, incorporating recommendations from EYMMM & EYIT evaluation		Mar-24	All agencies – lead by the early Years Steering Group	Multi agency strategy developed, in place and used by all partners	Sessions are booked to begin populating a draft action plan to develop the strategy following an initial planning session in February. Recommendations from the Early Years Maturity Matrix, and EYIT to be woven into the plan.	Green
Engage key stakeholders and public around an action plan, and better understand population needs	Action plan and recommendations taken to the public		March 2023/ May 2024/ ongoing	GM	Action plans informed by process	ongoing - sessions planned to engage with the public.	Green

Well-being Plan - Step 2 - To build on Swansea's 2022 declaration of being a Human Rights City .

Quarter: 2 2023/24

Overall RAG status			
Q1	Q2	Q3	Q4

Strategic Lead: Ness Young  
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2023-24 Action	Desired outcome	Milestone	Milestone Deadline	Milestone Owner	Success Measure	Progress Update	RAG
To work with stakeholders to develop and deliver an action plan that supports the declaration of Swansea being a Human Rights City.	Across Swansea there is evidence that the following Human Rights principles are being proactively applied: <ul style="list-style-type: none"> <li>• Embedding Human Rights</li> <li>• Equality &amp; non-discrimination</li> <li>• Empowering people</li> <li>• Participation</li> <li>• Accountability</li> </ul>	Stakeholder Engagement Workshop	16-Jun-23	AD	Case study evidence at year end of a human rights approach in respect of: <ul style="list-style-type: none"> <li>• Tackling poverty</li> <li>• Vulnerable children and families</li> <li>• Tackling discrimination</li> <li>• Domestic violence and abuse</li> </ul> Evidence of an increase in Human Rights awareness across the city	A plan to put Human Rights at the centre of the Council's decisions is in final draft. The HRC Steering group members have been tasked with developing their own Human Rights approach plan and plans will be shared at the next steering group meeting (2nd Oct). A report has been written with the results from the Action plan engagement event. This report has been shared with the steering group and will be presented to them further on the 2nd of Oct. The Council's actions and key indicators under the HRC priorities are currently being developed using the information from the report and speaking to relevant officers	Amber
		1st Draft of action plan	30-Jun-23				
		Final Draft	31-Jul-23				
		1 <sup>st</sup> year action plan completion	31-Mar-24				
2023-24 Target: Develop a five year action plan and implement the first year resulting in evidence of an increase in awareness of human right across the city and county							

Creation of a Human Rights Stakeholder Panel	To act as a 'critical friend' to the Council and Swansea's Public Service Board partner organisations in their design and fulfilment of their Human Rights City action plans by contributing their expertise and experience from an independent perspective.	Mapping exercise of existing stakeholder panels and engagement networks	16-Jun-23	AD	Independent feedback is received from stakeholder group on action plan impact  Panel is involved in review of year 1 action plan implementation and development of year 2 actions	Document has been created holding contact details of engagements groups and networks that have been shared with us post event. Exploring the creation of a stakeholder panel will be included in the action plan for the priorities.	Amber
		Advertisement of Stakeholder panel and Registering expression of interests	30-Jun-23				
		Panel formed and first meeting	30-Sep-23				
		Panel involved in review of year 1 action plan and development of year 2 actions	31-Mar-24				
2023-24 Target: Human Rights City Stakeholder Panel is established and makes a positive contribution to the delivery of Step 2							

Well-being Plan - Step 3 - Working towards Swansea's net zero target and nature recovery.

Quarter: 2 2023/24

Overall RAG status			
Q1	Q2	Q3	Q4

Strategic Lead: Martyn Evans  
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2023-24 Action	Desired outcome	Milestone	Milestone Deadline	Milestone Owner	Success Measure	Progress Update	RAG
Map the arrangements in place in climate signatories' organisations to tackle climate change and nature recovery in the city and county of Swansea to build capacity and capability, through a) sharing of good practice and innovation b) identification of collaborative adaptation and mitigation actions	Improved understanding of who is doing what across the city and county of Swansea to ensure a more cohesive and coordinated approach to ensuring a just and equitable transition to net zero by 2050 by taking action to adapt to and mitigate the impacts of climate change and enable nature recovery, with resources understood and better utilised	Establish Climate Signatories Group as delivery group for PSB action under Step 3	31st May 2023	Jane Richmond	Climate Signatories Group agree to be PSB Delivery Group and ToR reflect this	Agreed in meeting 19/06/2023	Green
		Define the exercise scope and gather relevant documents gathered	30-Jun-23	Helen Grey	Scope agreed by PSB	Scope and approach agreed by main C&N Signatories Group. Main survey questions agreed and sent for translation and creation of MS Forms survey. A second, lighter touch survey is also being developed, which will go to 'environment sector' organisations to understand wider landscape across C&CS.	Green
		Group present map and analyses to PSB, including examples of good practice and collaborative opportunities	31-Dec-23	Helen Grey	PSB approves the map and agrees key areas of future action on good practice sharing / innovation and collaboration	Project delivery running to agreed timescales	Green
		Produce an action plan to take forward in 2024-25	31-Mar-24	Helen Grey	PSB agrees 2024-25 action plan	Project delivery running to agreed timescales	Green
Key Performance Indicator for Action 1: By the end of March 2024 there is an action plan for 2024-25 which sets out how the PSB will share good practice, identify, and share innovation and work collaboratively to add value to work of individual organisations						Project delivery running to agreed timescales	Green

Produce an independent adaptation and mitigation strategy for the city and county of Swansea, taking account of the seven wellbeing goals and the Climate Change signatories' statutory functions and responsibilities	Swansea has a climate change and nature recovery adaptation and mitigation strategy which has been agreed by the Climate Signatories Group and the PSB which will inform the development, in 2024-25, of an action plan for 2024-28.	Undertake and report to PSB a desktop risk assessment of the key climate change (CCRA3) risks for Swansea to inform adaptation and mitigation plan	31/07/2023 (will be by 20/10/23)	Jane Richmond	Report and recommendations adopted by PSB, with key risks / actions allocated a lead organisation to take forward. Work progressing as per SPF funding bid. JR to take initial findings to PSB once CC&NR Steering Group are informed	Initial high level assessment of CCRA3 risks that are seen to be less relevant to Swansea has been carried out as part of defining the scope for the consultancy work. Scope itself almost complete and process for procurement via Sell 2 Wales underway. NOTE: the scope of work, as now to be funded by SPF monies, is now wider than first anticipated and proposed new milestones and deadlines are set out below this table.	Green
		Secure funding to commission independent consultant to develop an adaptation and mitigation strategy for Swansea	31-Jul-23	Jane Richmond	Funding secured to enable an independent strategy to be produced	Funding successfully secured, full amount awarded.	Green
		Commission consultant	30-Sep-23	Jane Richmond	Consultant is commissioned in time to enable strategy to be produced by March 2025	Brief and approach to commissioning of consultant agreed by main C&N Signatories group. Consulted due to be appointed in Jan 2024.	Green
		Draft strategy presented to PSB	31-Mar-24	Jane Richmond	Strategy is produced to time, and quality required	Due to the wider scope and breadth / phasing of work to be completed, as per funding bid and draft brief, the consultancy project will extend into year 24/25. Reporting of progress to date and any early finds will be shared at this milestone date. A draft strategy may now be expected in October 2024. Please see proposed new milestones and dates, below.	Green
		Plan in place to consult and engage PSB members and climate and nature charter signatories on the draft strategy	30-Jun-24	Jane Richmond	Appropriate communications and engagement are in place to take the draft strategy forward in 2025	Please ref to above regards timescales.	
Key Performance Indicator for Action 2: The PSB has produced a final independent adaptation and mitigation strategy for the city and county of Swansea, by 30 June 2024							Green

Suggested new action plan milestones and dates for A&M Strategy:

Activity	Date
Tender pre-evaluation consultation	Mid-October
Tender released / closed	20 <sup>th</sup> Nov - 11th Dec 2023
Interviews	5 <sup>th</sup> January 2024
Contract award	12 <sup>th</sup> January 2024
Inception meeting (contract commences)	February 2024
Strategy delivered	October 2024



Well-being Plan - Step 4 - Making Swansea safer, more cohesive, and prosperous.

Quarter: 2 2023/24

Overall RAG status			
Q1	Q2	Q3	Q4

Strategic Lead: Mid and West Wales Fire and Rescue Service  
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Operational Lead: Mid and West Wales Fire and Rescue Service / Swansea Council for Voluntary Services.  
 Name: Richard Felton / Amanda Carr  
 Organisation: Mid and West Wales Fire and Rescue Service / SCVS  
 Email Address: r.felton@mawwfire.gov.uk /

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2023-24 Action	Desired outcome	Milestone	Milestone Deadline	Milestone Owner	Success Measure	Progress Update	RAG
To create a pop up community village during the Welsh Firefighters Fitness Challenge event taking place in Castle Gardens, Swansea on the 3 June 2023.	To build a pop up community village during the Welsh Firefighters Fitness Challenge event taking place in Castle Gardens, Swansea on the 3 June.	Define the event scope and identify key stakeholders.	28-Apr-23	Roger Thomas	High levels of engagement with members of the public.	The community safety village event was held as part of the Welsh Firefighters Fitness Challenge on Saturday, 03 June in Oxford Street, Swansea. The event offered the opportunity to engage with members of the public on a variety of subject matters, and was well attended by members of the public.	
		Partner organisations invited to express an interest in having a stand in the "community village"	28-Apr-23	Roger Thomas	Demonstration of the added value for the communities of Swansea by partner agencies working together.	An invitation was circulated to several partner organisations, and was attended by the following agencies: Mid and West Wales Fire and Rescue Service, RNLI, Guide Dogs for the Blind Association, Firefighters Charity, South Wales Police & Go Safe, Life Long Learning Service, Swansea Neighbourhood Watch Association, SCVS, Welsh Ambulance, Swansea Council Community Cohesion Team, Ageing Well, Partnership and Involvement Team, Wales Safer Communities Network, Local Area Coordination, Swansea Council and Swansea CMET Team - Evolve.	
		Communications strategy to be developed to ensure a consistent message is shared from each partner organisation.	31-May-23	Roger Thomas	Delivering of key messages and information sharing.  Promotion of the work and raising awareness of the Public Services Board.	Information about the event was circulated to all partner organisations, PSB partners, together with Fire Authority and Swansea Councillors to promote the event and encourage attendance.	

		PSB questionnaire to be developed to assist engagement and data collation with members of the public.	31-May-23	Roger Thomas	Case study / good news stories. Stakeholder engagement and feedback. Completed surveys. Number of referrals. Feedback from partner agencies.	The event resulted in the referral of approximately, 55 Home Fire Safety visit requests. Approximately, 130 engagements with families because of the Lego free draw and both questions on the form – which number to call in a real emergency / How often to test a smoke alarm. These questions led to good engagement with parents and valuable lessons for children.	Green	
		Evaluation post event to identify lessons learnt to help with the future shaping of all PSB related events.	29-Nov-23	Roger Thomas	Social media engagement. Number of leaflets, freebies and information packs distributed. Collection of qualitative and quantitative data.	Evaluation post event - A feedback form has been circulated to all partner organisations who attended, a number of which are on annual leave, so not all feedback has been received. An internal debrief meeting also took place on Thursday, 29 June to establish what went well, what didn't go well and discuss what could be improved for next year. It was highlighted that overall the event was extremely successful, with very positive feedback received from partner organisations and members of the public. The need to provide advance notice of next year's event was highlighted as an area of improvement, together with the promotion of the event to target the hard to reach communities. Alternative ways to potentially promote the event was discussed and agreed. Engagement from some partner agencies was highlighted as an area of concern too, with limited to no engagement from some organisations and agencies. Some organisations said no straight away, sighting staffing issues as the main reason for being unable to attend, due to most staff working Monday - Friday 0900am-1700pm and no provision to pay overtime, and some organisations failed to respond to the invitation confirming yes or no.		
Key Performance Indicator for Action 1: Create a multi-agency PSB event.							All of the information listed below, will be confirmed during the next PSB update.	Amber
To host a safeguarding event during safeguarding week in November, to share key	To promote and share information, ways of working and lessons learnt around the subject	Define the event scope and identify key stakeholders	31-May-23	Amanda Carr	Good attendance by a wide range of partner organisations identifying the	Meetings were held with SCVS and MAWWFRS to scope out the event.		

messages and learning opportunities between partner agencies, with a particular focus on practitioners from individual organisations.

of safeguarding, to help make the communities of Swansea safer, more cohesive, and prosperous.

Event theme, venue, date of event the to be agreed.

31-May-23

Amanda Carr

key needs of the communities of Swansea.

Following consideration of identified themes, it was agreed to focus the event on the theme of safeguarding. The event titled 'Safeguarding Swansea - Building Safer and Stronger Communities Together' will be held in the Swansea.com Stadium on Friday, 17 November between 10:00am -15:00pm. The event details are as follows: Safeguarding Swansea - Building safer and stronger communities, together. This Safeguarding event is hosted by the 'Stronger Communities' workstream of Swansea PSB (Public Services Board). We are bringing together a diverse range of organisations to discuss ways to improve safeguarding across Swansea. Join us to share ideas, promote best practice and identify new ways of working together to make the communities we serve safer. Let's find ways to work collaboratively to build safety and resilience within our communities and to ensure that the needs of vulnerable people are collectively met. Speakers We'll hear from representatives from different organisations and Swansea PSB partners, including: Dave Howes, Director of Social Services; Chief Fire Officer Roger Thomas (Mid & West Wales Fire & Rescue Service); Chief Superintendent Simon Belcher (South Wales Police) Mark Brace, Wales Safer Communities Network; Workshops: You'll have the chance to choose from a variety of workshops looking at topics of mutual interest, such as Contextual Safeguarding and Hoarding. Networking space: There will be a marketplace space, with representation from a range of partners, providing opportunities to network and share information.

Amber

Target audience to be established and appropriate representatives / organisations and practitioners identified and invited.

31-May-23

Amanda Carr

It was agreed that the event will target safeguarding practitioners from numerous partner organisations, which will help with sharing of wider learning and best practice. The Eventbrite invite has been circulated to practitioners across Swansea using partner organisations distribution lists to encourage attendance. Comms Officers from MAWWFRS will be in attendance on the day to take photos and promote on social media.

Promotion of event and communications strategy agreed.

30-Jun-24

Amanda Carr

Once the final date has been agreed, the event will be promoted accordingly.

Referrals made between partner organisations.

Dependent on event date.

Amanda Carr

To be updated post event.

Key Performance Indicator for Action 2: Increase awareness and information sharing between partner organisations to help support the communities of Swansea.

Green

2023-24 Action

Desired outcome

Milestone

Deadline

Key Performance Indicator for Action 3: Host a 'walking in our shoes event'

The aim of these events is to broaden the awareness of partners' work and improve networks, particularly amongst those who engage directly with our communities.

Define the event scope and identify key stakeholders and attendees.

30-Sep-23

Roger Thomas

The event has been arranged for Tuesday, 17 October at Mid and West Wales Fire and Rescue Service's Training Facility in Earlswood, Jersey Marine. The event will focus on 3 principal areas, Operational Response, Prevention (Community Safety) and Protection (Built Environment). As the event will be of particular interest to practitioners within the Community Safety world (e.g. road safety, safeguarding etc) and also planning and building control, it has been requested that the invite is circulated to practitioners within these fields by PSB partners. The event will include presentations from MAWWFRS's Community Safety and Business Fire Safety teams, together with an overview of our Medical Response provision, organisational structure and a variety of demonstrations.

Amber

Key Performance Indicator for Action 3: Host a 'walking in our shoes event'

The aim of these events is to broaden the awareness of partners' work and improve networks, particularly amongst those who engage directly with our communities.

Opportunities to network, build relationships and share learning.

30-Oct-23

Roger Thomas

Post event feedback.

Red

Well-being Plan - Step 5 - Developing Swansea's Integrated Cultural Offer.

Quarter: 2 2023/24

Overall RAG status			
Q1	Q2	Q3	Q4

Strategic Lead: Swansea Council  
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Operational Lead: Swansea Council  
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Overarching aim is to co-create a Cultural Strategy for Swansea, with cross sector partners and community leaders that sets a strategic framework for an integrated offer longer term. A brief is currently being written to secure external support for this, as part of the Shared Prosperity Fund programme.

2023-24 Action	Desired outcome	Milestone	Milestone Deadline	Milestone Owner	Success Measure	Progress Update	RAG
Establishment of a Swansea Creative Network to support and help sustain the cultural and creative ecology and economy, thereby enabling cultural and creative practitioners to respond effectively to initiatives that promote health, community cohesion, civic pride and economic prosperity.	Network established.	Secure funding via Creative Wales, SPF and UWTSD.	30-Jun-23	Tracey McNulty	Funding secured.	New community space in the city centre Hub secured as a 'creative hub', with equipment from Creative Wales grant; Shared Prosperity Fund secured. Meetings with stakeholders taking place 22 September 2023.	Green
		Appointment of co-ordinator.	10-Oct-23	Tracey McNulty	Co-ordinator appointed.	Job description completed and with HR for recruitment.	
		Launch of network and events programme.	29-Dec-23	Kate Wood	Network launched.	Scope to be determined with partners now funding secured at meeting 22 September 2023	
Key Performance Indicator for Action 1: Swansea Creative Network established. 2023-24 Target: Membership secured from across the cultural and creative sectors.							Amber

<p>Delivery of the partnership agreement with Sport Wales to ensure compliance with nationally recognised levels of physical activity required to be beneficial to health.</p> <p>Deliver outcomes of priority groups defined by existing and consistent low participation rates.</p>	<p>Through recognised national surveys key participation rates in sport and physical activity within Swansea will reach or exceed existing levels and national averages.</p> <p>Decreasing participation gaps between local averages and targeted priority groups.</p> <p>PSB partners will have visibility of the activity and actively support the delivery of positive outcomes.</p>	<p>Complete detailed quarterly insight and learning performance log to Sport Wales as per partnership agreement covering activities and action linked to one of the following nationally agreed areas of work :-</p> <ul style="list-style-type: none"> <li>• Active Nation</li> <li>• Enjoyment</li> <li>• Lifelong</li> <li>• Access/Everyone</li> <li>• Active Older Adults</li> <li>• Free Swimming</li> </ul>	4 per year	David Jones	<p>Compliance with Sport Wales accountability expectations and continuation of annual funding.</p> <p>Promotion of activities to increase participation.</p>	<p>Our second bi-monthly accountability report prepared in regard to our partnership agreement has been completed and accepted by Sport Wales in all areas. The key areas of work as part of the agreement to date are as follows:-</p> <p><b>Targeted Delivery-</b> Agreed areas of work completed or underway include:-</p> <p><b>Us Girls and StreetGames</b></p> <p>The Us Girls and Street Games summer holiday camps, organised by the Sport and Health team's Community Sport Officers, have been hugely successful. 400 children and young people were engaged over four weeks, with 8 sessions in total held at Penlan Leisure Centre. 6 external partners were involved in the delivery and a number of volunteers were trained as delivers on the scheme alongside our team</p> <p><b>Fit and Fed</b></p> <p>This project aims to support children and young people up to the age of 25 who live in deprived areas, access free schools meals and/or come from low socioeconomic households. Funding was drawn down from PEARS via Street Games Wales to tackle holiday hunger and to engage more children and young people in sport and physical activity during the school holidays. Over the summer 836 participants participated in Fit and Fed sessions set up by the team. We look forward to continuing to be able to provide an opportunity for children and young people to access warm meals, fruit and snacks at future events and projects, including upcoming camps during October half term and ongoing engagement with the KPI team in Bonynmaen</p> <p><b>BME Sport Swansea Project</b></p> <p>The project continued across the summer with programmes centres around three key partnership programmes. 1 - Adult Basketball in Partnership with Basketball Wales 2 Girls football (9-16) in partnership with Freedom Leisure, 3- "MyZone Football" for targeted disaged young people in partnership with Swansea Mosque</p> <p>60 plus Active older adults programme</p> <p>In Swansea, the 60+ Active Leisure Scheme (ALS) funding is co-ordinated by Swansea Council's Sport and Health team and is delivered in Partnership with Freedom Leisure. It is delivered across all 5 Freedom Leisure sites in Swansea: • Bishopston LC • The LC, Swansea • Morriston LC • Penyrheol LC • Penlan LC. In addition, a programme of activity is delivered in the local community through Swansea Council's Sport and Health team. In total there over 20 sessions delivered weekly across the authority with a range of sessions being offered including Circuits, Tai Chi, Nordic Walking, Pilates, and Walking Sports.</p> <p><b>Community Sport Funding (Be Active Wales)</b></p> <p>There were 18 successful projects supported in July and August with projects ranging from £1,500 to £45,000. In total £156,000 of funding was invested in Swansea clubs through this grant. There are a further 12 projects waiting for consideration during September.</p>	Green
<p>Key Performance Indicator for Action 2: Adult weekly participation of 150 minutes per week or more in sport and physical activity. Young people participate for 5 hours or more per week in sport and physical activity.</p> <p>2023-24 Target: To achieve all agreed outcomes and "accountability expectations" set in partnership with Sport Wales and measured by the School Sport Survey and National Adults Physical Activity Survey.</p>						<p>Outcome 1 to be determined after young people and adult national surveys</p> <p>Outcome 2 On track following Q1</p> <p>Amber</p>	

Well-being Plan - Step 6 - To Influence and connect with other governance arrangements across the Swansea Bay region.

Quarter: 2 2023/24

Overall RAG status			
Q1	Q2	Q3	Q4

Strategic Lead: Swansea Council  
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2023-24 Action	Desired outcome	Milestone	Milestone Deadline	Milestone Owner	Success Measure	Progress Update	RAG
Map the Swansea Bay region partnership landscape (including member organisations) to: a) clarify governance, roles and responsibilities and interfaces. b) identify opportunities for collaboration on plan content. c) identify gaps / overlaps in activities.	Organisations in the Swansea region and locality have a shared understanding of the partnership landscape and understand the opportunities to improve their synergy in progressing the seven wellbeing goals.	Define the exercise scope and relevant documents gathered.	30-Jun-23	Leanne Aherne (LA), Kelly Gillings (KG), Michelle Davies (MD), Amy Richmond-Jones (ARJ)	Scope agreed by PSB.	Initial information has been gathered on partnerships - setting out ToR, meeting frequency, outputs, membership. A table has been populated with this information. It is anticipated that this collection of information will be used to pull together a partnership map by September with the gaps and opportunities set out by December.	Green
		Partnership map produced.	29-Sep-23		PSB approves the map.		
		Gap and opportunity analyses undertaken .	29-Dec-23		Analyses undertaken and consultation on findings started with lead officers in SB partnerships.		
		Produce final report for PSB consideration.	31-Mar-24		Report approved by the PSB.		
		Share the map and report shared with other Swansea Bay partnerships.	31-Mar-24		Map and report are circulated by the deadline.		

Key Performance Indicator for Action 1: Map and report shared with all partnerships in Swansea Bay.							
Promote the PSB Wellbeing Plan and Wellbeing Assessment to all PSB partner organisations and key partnerships within the region.	PSB plan is understood and considered by partner organisations and partnerships.  Wellbeing Assessment is used by partner organisations and partnerships to inform decision making.	Statutory PSB partner organisations approve the PSB Wellbeing Plan.	30-Jun-23	Statutory partners	PSB Wellbeing Plan has been formally approved by all statutory partners.	Complete	Green
		Statutory PSB Partner organisation confirm their plans take account of the Wellbeing Assessment and PSB Wellbeing Plan.	30-Jun-23	Statutory partners	Statutory partners provide confirmation.	Complete	
		PSB Chair writes to partnerships within the Swansea Bay region promoting the Wellbeing Plan and Assessment.	28-Apr-23	PSB Chair	Letter, plan and assessment is issued.	Complete.	
		PSB Chair to seek meetings with other partnership chairs to discuss PSB plan and assessment and opportunities for collaboration	29-Dec-23	PSB Chair	PSB Chair has met Chairs of the key Swansea Bay partnerships and at least one collaborative action has been agreed.		
Key Performance Indicator for Action 2: PSB Wellbeing Plan and Assessment has been shared with all key partnerships in Swansea Bay and at least one collaborative action has been agreed as a result							



Well-being Plan - Step 7 - To improve data quality and accessibility across the Swansea Bay region.

Quarter: 2 2023/24

Overall RAG status			
Q1	Q2	Q3	Q4

Strategic Lead: Swansea Council  
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2023-24 Action	Desired outcome	Milestone	Milestone Deadline	Milestone Owner	Success Measure	Progress Update	RAG
To work with Regional Partnership Board officers to identify the key data sets required to support delivery of PSB Wellbeing Plan and the West Glamorgan Area Plan, to: a) identify data gaps. b) identify opportunities for data sharing. c) improve alignment between Population Area Assessment and Wellbeing Assessment.	Improved data availability and quality across the Swansea Bay region.	Map RPB and PSB key data set requirements.	30-Jun-23	Kelly Gillings (KG), Leanne Aherne (LA) Steve King (SK) Michelle Davies (MD) Amy Richmond-Jones (ARJ)	See milestones	Initial meeting held in June between Swansea Council and RPB to review any gaps / opportunities following the production of the well-being and population assessments.	Green
		Identify data gaps.	29-Sep-23		See milestones	Further regional meeting held on 19 July involving colleagues from Swansea and NPT PSBs, individual partners and the RPB, with follow up held on 27 September. The focus has been on recent and future assessment requirements and to develop the identification of data commonalities and gaps. Agreed that NPT and the RPB review data gaps building on the work Swansea has started with an emphasis on identifying localised data.	
		Identify opportunities for data sharing between the RPB and PSB.	29-Dec-23		See milestones		

		Develop new datasets to meet PSB requirements .	31-Mar-24		See milestones		
Key Performance Indicator for Action 1: Data requirements to support PSB Wellbeing Plan are well understood and opportunities for sharing data with the RPB are being pursued.							
Work with Regional Partnership Board (RPB) to develop digital data portal for partnerships (and their members) across the Swansea Bay region.	Partners across the Swansea Bay region can access up to date data to inform and improve decision making.	Explore feasibility of the PSB to piggy back on work in progress by the RPB to develop a digital data portal.	30-Jun-23	Kelly Gillings (KG), Leanne Aherne (LA) Steve King (SK) Michelle Davies (MD) Amy Richmond-Jones (ARJ)	See milestones	No detailed proposal has been developed to date. Further discussions to take place on possible options.	Amber
		Develop a proposal for a joint PSB/RPB digital data portal.	29-Sep-23		See milestones	No detailed proposal has been developed to date. Further discussions to take place on possible options.	
		Seek approval of proposal and any associate funding requirement from all participating partners to progress in 2024-25.	31-Mar-24		See milestones		
Key Performance Indicator for Action 2: Development and roll out a regional digital data portal approved by partners for implementation in 2024-25							

Well-being Plan - Step 8 - To Develop Swansea PSB performance management arrangements which measure and monitor the PSB's progress.

Quarter: 2 2023/24

Overall RAG status			
Q1	Q2	Q3	Q4

Strategic Lead: Swansea Council  
 Name: Ness Young.  
 Organisation: Swansea Council.  
 Email Address: ness.young@swansea.gov.uk

Operational Lead: Swansea Council  
 Name: Richard Rowlands  
 Organisation: Swansea Council  
 Email Address: richard.rowlands@swansea.gov.uk

2023-24 Action	Desired outcome	Milestone	Milestone Deadline	Milestone Owner	Success Measure	Progress Update	RAG
To develop a Performance Management Framework for the PSB, including a 2023-24 Action Plan, milestones, 2023-28 population level outcome measures, and monitoring arrangements.	The PSB has effective performance management arrangements in place.	2023-24 action plan, including milestones produced.	28-Apr-23	Strategic leads	PSB has a 2023-24 action plan in place within the first quarter of the year.	Complete	Green
		Performance management framework for the PSB is in place.	30-Jun-23	Richard Rowlands	PSB performance arrangements are formalised and in line with good governance principles.	Complete - action plan with outcomes, success measures and milestones produced and agreed with strategic leads and used from Q1 for reporting to the PSB Committee.	
		Map Population Level Outcome Measures for RPB and member organisations.	29-Sep-23	Leanne Ahern / Steve King	Population Level Outcome measures across region are understood.	Population measures have been researched and mapped against well-being objectives and drivers. Initial draft work has recently been discussed with the PSB Delivery Group (operational leads). Further refinement of driver-indicator links will follow and then shared more widely.	
		PSB Population Level Outcome Measures agreed.	31-Mar-24	Richard Rowlands	PSB has defined population outcome measures (aligned to member organisations and RPB) to monitor impact of the plan over the long term.		
		PSB receives quarterly performance reports.	31-Jul-23	Richard Rowlands	PSB formally considers its performance at least quarterly.	Complete - action plan with outcomes, success measures and milestones produced and agreed with strategic leads and used from Q1 for reporting to the Joint Committee.	

Key Performance Indicator for Action 1: PSB has an effective performance management framework in place.						Green
To undertake review of annual performance to inform the 2024-25 action plan.	Stakeholders can see the performance and impact the PSB has had in 2023-24 and 2024-25 action plans are informed by the progress the PSB has made.	Draft annual review of performance is produced ready for publication in first quarter of 2024-25.	31-Mar-24	Richard Rowlands	Review provides an objective assessment of PSB performance and impact.	
		2024-25 action plan is produced.	31-Mar-24	Richard Rowlands	PSB has a robust action plan for 2024-25 ready for the start of the new financial year.	
Key Performance Indicator for Action 2: 2023-24 Annual Review is produced and is reflected in the 2024-25 action plan						

**DRAFT**

Date: 12-Sep-23

**Swansea PSB: Mapping Population Level Outcome Measures for a PSB Performance Management Framework**

*Wellbeing Plan Step 8: To Develop Swansea PSB performance management arrangements which measure and monitor the PSB's progress.*

**Worksheet contents:**

No./link	Sheet name	Sheet description	Further notes
	Worksheet contents	Current sheet.	
a	WBP23 drivers	Table listing of the four Swansea Well-being Plan 2023 Outcomes, and associated Primary and Secondary Drivers within	References (alpha-numeric) are added to help identification later in the workbook.
b	NIs and Goals (WG)	List of 50 current National Well-being Indicators (NIs). NIs also mapped to the seven National Well-being Goals (as published by WG)	Takes into account recent NI review following national milestones consultation. National Indicators which are milestones are indicated in the end column.
c	TPW22 (DC)	Data Cymru's own table showing Thriving Places (TP) Index 2022 measures (no. = 52) by broad type, Domain and Sub-domain	Index developed by Data Cumru and Centre for Thriving Places. Sheet includes additional information on each indicator: Description, Source / link (plus initial comments on provided links). Note: some of the measures used may not be independently or publicly available outside of the TP Index model.
d	NIs to Drivers	The national well-being indicators (NIs) mapped to Swansea Well-being Plan (WBP) objectives and primary / secondary drivers	Currently an initial single, subjective view. Some of the relationships between drivers and measures are not clear and open to interpretation. Links are identified at both primary and secondary driver level. Subject to further views and amendment. At this stage, no further judgement is made as to the suitability of the indicator to measure and monitor well-being in Swansea, e.g. data availability, frequency / timeliness, local disaggregation, robustness.
e	TPs to Drivers	Matrix showing indicators used in the Thriving Places Index 2022 (TPs) mapped to Swansea WBP objectives and primary / secondary drivers	Again, currently an initial view and subject to further amendment. At this stage, no further judgement is made as to the suitability of the indicator. A small number of these measures also have been identified as duplicates of the National Indicators.
f	Drivers to NIs & TPs	The information in the previous worksheets (for NIs and TP measures) is transposed, with WBP drivers in rows and NI/TP measures in columns. Cells where a link has been identified are highlighted green	
g	Driver-indicator list	Simplified version of previous sheet, i.e. listing of individual primary and secondary drivers and NI and TP measures identified with links to them.	

## Swansea Well-being Plan 2023 drivers: primary and secondary

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Ref. Driver type Driver description

Ref. = Unofficial reference for purposes of this exercise

Primary Driver (when): ...

Secondary Drivers (so we need to): ...

**Outcome (Objective) - Early Years:** Children have the best start in life to be the best they can be.

### **EY1 Primary Parents/carers are well-prepared for birth**

- EY1a Secondary Parents/carers are supported to develop their skills, knowledge and confidence and can access the information they need.
- EY1b Secondary Parents/carers lead a healthy lifestyle and can access the local and natural environment.
- EY1c Secondary Parents/carers can access good employment.
- EY1d Secondary Families live in a good standard of housing.
- EY1e Secondary Families enjoy healthy family relationships.

### **EY2 Primary All children develop to their full potential**

- EY2a Secondary Children develop good positive attachments with their parents/carers\*.
- EY2b Secondary Children with additional needs are identified and supported.
- EY2c Secondary Children have good quality physical and mental health and well-being.
- EY2d Secondary Children develop speech language and communication successfully.
- EY2e Secondary Children can access cultural and natural heritage.

### **EY3 Primary Children are safe from harm and are supported at the earliest opportunity**

- EY3a Secondary Children's needs are identified and supported at the earliest stage.
- EY3b Secondary Homes and neighbourhoods are safe and free from violence, crime and abuse.
- EY3c Secondary Children are protected from environmental risks such as air pollution.
- EY3d Secondary Children are protected from Adverse Childhood Experiences and supported when needed.

### **EY4 Primary Support services are high quality and well-integrated, and are accessible to all and no child is excluded**

- EY4a Secondary Services are aligned and prioritised to support the mental health of parents/carers and address alcohol/drug misuse.
- EY4b Secondary Communication and collaboration between service providers is strong in order to deliver accessible, timely services where no-one is excluded.
- EY4c Secondary Data and information sharing between services is effective.

\*Recognising that children and adults can be carers and need additional support.

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**Outcome (Objective) - Live well, age well:** To make Swansea a great place to live at every stage of life.

### **LW1 Primary People have the best possible level of health and well-being**

- LW1a Secondary Access to resources, knowledge, and skills for healthy living.
- LW1b Secondary Key health and well-being messages are identified, targeted, and promoted.
- LW1c Secondary Every individual has access to health and well-being opportunities and services.
- LW1d Secondary Natural and built environments that encourage health and well-being are created and sustained.
- LW1e Secondary People are supported to access information, advice, and assistance.

### **LW2 Primary People are free from poverty, as independent as possible and enjoy a good quality of life**

- LW2a Secondary Health, Social Care and third sector services work together closely to provide services in the community.
- LW2b Secondary People are supported to learn, work and live well.
- LW2c Secondary Individuals and communities are supported to be more connected.
- LW2d Secondary People are protected from poverty and are supported from the impacts of poverty.
- LW2e Secondary Advice and support is provided to help people, help themselves.

### **LW3 Primary People are valued, listened to, and able to have a voice, choice and control**

- LW3a Secondary People are able to access care and support in ways that suit them and supports them to help themselves.
- LW3b Secondary A Human Rights City Approach is promoted to ensure people understand their rights and they are recognised.
- LW3c Secondary Accessible mechanisms enable people to have their voice heard and be involved in decision making processes that impact their lives.

- LW4 Primary People feel safe in their home and community**  
**LW4a** Secondary People live in safe good quality homes.  
**LW4b** Secondary Environments that support people to feel and be safe are created, sustained and protected.
- 

**Outcome (Objective) - Climate change and nature recovery:** To restore and enhance biodiversity, tackle the causes and reduce the impact of climate change.

- CN1 Primary Biodiversity is restored and enhanced**  
**CN1a** Secondary Ensure habitats are better connected with valuable sites and vulnerable species protected and their condition enhanced/improved.  
**CN1b** Secondary Support and protect pollinator species and populations.  
**CN1c** Secondary Prevent pollution, tackle environmental crime and the negative impacts of non-native species, pests and diseases (such as ash dieback).
- CN2 Primary Natural systems are healthy and resilient**  
**CN2a** Secondary Ensure the health and multiple other benefits of green and blue infrastructure are maximised in urban and rural areas, and that everyone has access to good natural spaces.  
**CN2b** Secondary Improve air quality, make ecosystems more resilient and take a catchment approach to water management, which involves local communities.  
**CN2c** Secondary Take a balanced approach to land use that safeguards soils, makes space for nature, supports local food growing and energy generation.
- CN3 Primary Our carbon emissions are reduced to net zero and individuals, communities and organisations are well prepared for the impacts of climate change and adaptation**  
**CN3a** Secondary Reduce the energy consumption in our homes, buildings and businesses and support local sustainable energy generation.  
**CN3b** Secondary Promote active travel and develop a low carbon transport system that is accessible, affordable and meets the needs of everyone.  
**CN3c** Secondary Better understand and prepare for local climate change risks and impacts.  
**CN3d** Secondary Promote environmentally sustainable and ethical procurement practices, especially in the public sector.
- CN4 Primary The root causes of unsustainable production and consumption of natural resources are addressed, through knowledge and behaviour change**  
**CN4a** Secondary Increase training opportunities and the creation of green jobs to support the transition to a low carbon, circular economy with efficient reduction/ reuse / recycling of materials.  
**CN4b** Secondary Improve the collection, analysis and sharing of environmental data and information to better inform decisions  
**CN4c** Secondary Seek / encourage nature-based solutions to improving well-being.
- 

**Outcome (Objective) - Strong and resilient communities:** Cohesive and resilient communities with a sense of pride and belonging.

- SC1 Primary People feel and are safe and confident**  
**SC1a** Secondary Trust is built between people and organisations.  
**SC1b** Secondary Advice and support are available and provide in a non-judgemental way.  
**SC1c** Secondary Homes and neighbourhoods are healthy, safe places to be, free of substance misuse.  
**SC1d** Secondary Safety, reduced crime and antisocial behaviour on the streets contributes to public confidence and strengthens the economy.  
**SC1e** Secondary The needs of vulnerable community members are collectively understood and the resilience of communities is improved.  
**SC1f** Secondary Employers should pay at least the minimum wage.  
**SC1g** Secondary Good jobs are created and people are enabled to overcome the barriers to access
- SC2 Primary We have a thriving local economy where households achieve at least the Minimum Income Standard**  
**SC2a** Secondary People are supported to develop the skills and gain the qualifications they need to learn through their lifetimes.  
**SC2b** Secondary People access all the financial support they are entitled to.  
**SC2c** Secondary The cost of goods and services for all are equalised ending the poverty premium.  
**SC2d** Secondary Barriers to involvement in community life are reduced (e.g. Digital Inclusion, English/Welsh for Speakers of a second language, transport Infrastructure).
- SC3 Primary Communities and individuals are connected**  
**SC3a** Secondary People and communities have a voice in decisions which affect them via the processes and mechanisms of social partnerships, trade unions, representative and participative democracy.  
**SC3b** Secondary Volunteer opportunities are available for individuals to engage in community action around shared concerns, and successes are built on, celebrated and promoted.  
**SC3c** Secondary Built and natural environment planning and design maximises connectivity opportunities within and adjacent to newly planned developments.  
**SC3d** Secondary The integration and promotion of the cultural offer in Swansea to instil a vibrant culture within communities.  
**SC3e** Secondary Language, heritage and cultures within and between our communities are celebrated and promoted.
-





46 Active global citizenship in Wales
47 Percentage of people who have confidence in the justice system
48 Percentage of journeys by walking, cycling or public transport
49 Percentage of households spending 30% or more of their income on housing costs
50 Status of digital inclusion


Thriving Places Wales indicators, 2022 (Data Cymru)

<https://www.thrivingplaces.wales/report?lang=en-GB>

[\*] These are indicators used by Welsh Government as part of the Well-being of Future Generations National Indicators dataset. For further information please see <https://gov.wales/national-well-being-indicators>

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Local conditions					
Domain	Sub-domain	Ref.	Indicator	Description	Source
Place and environment	Local environment	TP1	Green land cover	Sum of % cover of green urban and natural green space (Corine land cover classification)	<a href="#">The University of Sheffield</a>
		TP2	Proximity to green space	Access to private garden space - % of properties with access to private garden or outdoor space	<a href="#">Office for National Statistics</a>
		TP3		Access to public parks and playing fields - average distance (m) to nearest park, public garden or playing field	<a href="#">Office for National Statistics</a>
		TP4	NO <sub>2</sub> concentration*	Nitrogen dioxide (NO <sub>2</sub> ) concentration at residential dwelling locations (micrograms/m <sup>3</sup> )	<a href="#">Welsh Government</a>
	Transport	TP5	Active travel	Percentage of respondents who go to work through active travel	<a href="#">2011 Census</a> <a href="#">Office for National Statistics</a>
		TP6	Car traffic	Volume of road traffic per head of population	<a href="#">Department for Transport</a>
		TP7	Traffic accidents rate	Rate of road traffic accidents (per 1,000 population)	<a href="#">Welsh Government</a>
		TP8	Access to services	Average time taken to access 8 services by public transport	<a href="#">Welsh Index of Multiple Deprivation, Welsh Government</a>
	Safety	TP9	Primary youth offenders	First time entrants to the youth justice system (per 100,000)	<a href="#">Ministry of Justice</a>
		TP10	Crime Severity Index	Crime Severity Index	<a href="#">Office for National Statistics</a>
		TP11	Rate of domestic-abuse related offences and incidents	Rate (per 1,000) of domestic abuse-related incidents and crimes recorded by the police, by police force area	<a href="#">Office for National Statistics</a>
		TP12	Perception of crime*	Percentage of people who feel safe at home, walking in the local area, and when travelling (aged 25+)	<a href="#">National Survey for Wales</a>
	Housing	TP13	Housing affordability	Ratio of median house price to median gross workplace-based earnings	<a href="#">Office for National Statistics</a>
		TP14	Homelessness numbers	Number of households accepted as being homeless and in priority need (Section 75) (per 10,000 households)	<a href="#">Welsh Government</a>
		TP15	Housing quality	Percentage of households likely to be in poor quality (being in disrepair or containing serious hazards)	<a href="#">Welsh Index of Multiple Deprivation, Welsh Government</a>
Mental and physical health	Healthy and risky behaviours	TP16	Child obesity rate	Percentage of children aged 5 who are of healthy weight; Child Measurement Programme	<a href="#">Public Health Wales Observatory</a>
		TP17	Children participating in sport 3 or more times a week	Percentage of children participating in sport 3 or more times a week	<a href="#">Sport Wales</a>
		TP18	Teenage pregnancies	Conceptions at ages under 16 per 1,000 women	<a href="#">Office for National Statistics</a>
		TP19	Healthy lifestyles - adults	Percentage of adults that only achieve 1 or fewer of 5 defined healthy lifestyle behaviours (age standardised)	<a href="#">National Survey for Wales</a>
	Overall health status	TP20	Subjective disability	Percentage of adults reporting being free from limiting illness	<a href="#">Public Health Wales Observatory</a>
		TP21	Subjective health	Percentage of adults aged 16+ years reporting 'good' or 'very good' health	<a href="#">National Survey for Wales</a>
	Mortality and life expectancy	TP22	Preventable mortality rate	Rate of mortality from causes that are preventable	<a href="#">Office for National Statistics</a>
		TP23	Life expectancy	Average life expectancy at birth (years)	<a href="#">Public Health Wales Observatory</a>
	Mental health	TP24	Mental well-being in adults	Warwick-Edinburgh well-being scale (age-standardised)	<a href="#">Public Health Wales Observatory</a>

Education and learning	Adult education and learning	TP25	Adults with low level skills	Percentage of working age people with no qualifications - aged 16-64	<a href="#">Welsh Government</a>
		TP26	Adult education participation	Unique learners (per 1,000 population) enrolled at Further Education institutions in work-based learning provisions (aged 25+)	<a href="#">Welsh Government</a>
		TP27	Apprenticeships	Rate of apprenticeship starts – aged 16-64	<a href="#">Welsh Government</a>
	Children's education and learning	TP28	Educational attainment of children	KS4 average points score in core subjects (Maths, English/Welsh, science)	<a href="#">Welsh Government</a>
		TP29	School readiness	Percentage of all 7 year olds achieving the expected level at the end of the Foundation Phase	<a href="#">Welsh Government</a>
Work and local economy	Unemployment	TP30	Unemployment rate	Percentage of economically active people who are unemployed	<a href="#">Office for National Statistics</a>
	Good jobs	TP31	Job satisfaction*	Percentage of adults who are 'moderately' or 'very' satisfied with their jobs	<a href="#">National Survey for Wales</a>
		TP32	Working 49+ hours	Percentage of working population working 49 hours or more	<a href="#">2011 Census</a> <a href="#">Office for National Statistics</a>
	Deprivation	TP33	Material deprivation*	Percentage of people living in households in material deprivation	<a href="#">National Survey for Wales</a>
	Local business	TP34	Local business	Ratio of enterprises to local units	<a href="#">Office for National Statistics</a>
People and community	Participation	TP35	Election turnout	Total vote turnout (inc. rejected postal votes and votes rejected at count) for EU Referendum in Wales	<a href="#">The Electoral Commission</a>
		TP36	% of people who volunteer*	Percentage of people who volunteer	<a href="#">National Survey for Wales</a>
		TP37	Able to influence decisions affecting their local area*	Percentage who feel able to influence decisions affecting their local area	<a href="#">National Survey for Wales</a>
	Culture	TP38	Heritage index	RSA Heritage Index - Activities sub Index	<a href="#">RSA</a>
	Social isolation	TP39	Social isolation in adults*	Percentage of 16+ people who are lonely	<a href="#">National Survey for Wales</a>
	Community cohesion	TP40	Sense of belonging*	Percentage of people who agree that there is good community cohesion in their local area	<a href="#">National Survey for Wales</a>
		TP41	Social fragmentation index	Social fragmentation index	<a href="#">Office for National Statistics</a>

### Sustainability

Domain	Sub-domain	Indicator	Description	Source	
Sustainability	Green Infrastructure	TP42	Household energy efficiency	Percentage of registered properties with domestic EPC rating of C or above	<a href="#">Gov.UK</a>
		TP43	Ecological footprint*	Ecological footprint per capita	<a href="#">Welsh Government</a>
		TP44	Renewable energy produced	Energy produced in large renewable energy projects per capita	<a href="#">Department for Business, Energy &amp; Industrial Strategy</a>
	Waste	TP45	Waste generation	Total municipal waste collected/recycled per capita	<a href="#">Welsh Government</a>
		TP46	Household recycling	Percentage of waste reused / recycled / composted	<a href="#">Welsh Government</a>
	Energy use	TP47	Domestic energy consumption	Household energy consumption per 1,000 people	<a href="#">Gov.UK</a>
		TP48	CO <sub>2</sub> emissions	CO <sub>2</sub> emission estimates per capita; industry, domestic and transport sectors	<a href="#">Department for Business, Energy &amp; Industrial Strategy</a>

### Equality

Domain	Sub-domain	Indicator	Description	Source	
Equality	Health inequality		Difference in HLE and LE	Slope index of inequality (SII) in life expectancy at birth - average for males and females (SII years)	<a href="#">Welsh Government</a>
	Income inequality		Pay gap	75/20 percentile ratio of weekly earnings	<a href="#">Office for National Statistics</a>
			Gender pay gap	Gender pay gap; absolute difference in median gross hourly earning between men and women	<a href="#">Office for National Statistics</a>
	Employment inequality		Employment rate	Gap in employment rate between those with a long-term health condition and the overall employment rate	<a href="#">Public Health Wales</a>

National wellbeing indicators

Links to Swansea Well-being Plan primary/secondary drivers

Draft: preliminary, unofficial view of links to Swansea Well-being Plan drivers

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Key: Higher level (primary driver) links.

More specific (secondary driver) links.

Swansea outcomes:		A	B	C	D
No.	National wellbeing indicators	EARLY YEARS (EY)	LIVE WELL, AGE WELL (LW)	CLIMATE CHANGE & NATURE RECOVERY (CN)	STRONG COMMUNITIES (SC)
NI01	Percentage of live single births with a birth weight of under 2,500g	EY1, EY4			
NI02	Healthy life expectancy at birth including the gap between the least and most deprived		LW1, LW2		
NI03	Percentage of adults with two or more healthy lifestyle behaviours	EY1b	LW1		
NI04	Levels of nitrogen dioxide (NO2) pollution in the air	EY3c		CN2b	
NI05	Percentage of children with two or more healthy lifestyle behaviours	EY2c			
NI06	Measurement of development of young children	EY2			
NI07	Average capped 9 points score of pupils, including the gap between those who are eligible or are not eligible for free school meals	EY2			
NI08	Percentage of adults with qualifications at the different levels of the National Qualifications Framework				SC2a
NI09	Gross Value Added (GVA) per hour worked (relative to UK average)				SC2
NI10	Gross Disposable Household Income per head	EY1c			SC2
NI11	Percentage of businesses which are innovation-active				
NI12	Capacity (in MW) of renewable energy equipment installed			CN3a	
NI13	Concentration of carbon and organic matter in soil			CN2c	
NI14	The global footprint of Wales			CN2, CN3, CN4	
NI15	Amount of waste generated that is not recycled, per person			CN4	
NI16	Percentage of people in employment, who are on permanent contracts (or on temporary contracts, and not seeking permanent employment) and who earn at least the real Living Wage	EY1c	LW2b, LW2d		SC1f, SC2
NI17	Pay difference for gender, disability and ethnicity	EY1c			SC1f, SC2
NI18	Percentage of people living in households in income poverty relative to the UK median: measured for children, working age and those of pension age		LW2d		SC2
NI19	Percentage of people living in households in material deprivation		LW2d		SC1f, SC1g, SC2
NI20	Proportion of employees whose pay is set by collective bargaining	EY1c			SC1f, SC2
NI21	Percentage of people in employment	EY1c			SC2
NI22	Percentage of people in education, employment or training, measured for different age groups		LW2b		SC2a
NI23	Percentage who feel able to influence decisions affecting their local area				SC1, SC3a
NI24	Percentage of people satisfied with their ability to get to/ access the facilities and services they need	EY1a, EY4b			SC1a, SC1b
NI25	Percentage of people feeling safe at home, walking in the local area, and when travelling	EY3b, EY3d	LW4		SC1c, SC1d
NI26	Percentage of people satisfied with local area as a place to live	EY1b	LW1d, LW4b		SC1c, SC1d, SC3c
NI27	Percentage of people agreeing that they belong to the area; that people from different backgrounds get on well together; and that people treat each other with respect	EY3b	LW2c		SC1, SC3
NI28	Percentage of people who volunteer				SC3b
NI29	Mean mental well-being score for people	EY2c	LW1	CN2a	
NI30	Percentage of people who are lonely	EY1e	LW1, LW2c		SC3
NI31	Percentage of dwellings which are free from hazards	EY1d	LW4a		
NI32	Number of properties (homes and businesses) at medium or high risk of flooding from rivers and the sea			CN2b, CN3c	
NI33	Percentage of dwellings with adequate energy performance	EY1d		CN3a	
NI34	Number of households successfully prevented from becoming homeless per 10,000 households	EY1d	LW2, LW4a		

NI35	Percentage of people attending or participating in arts, culture or heritage activities at least three times a year	EY2e			SC3d, SC3e
NI36	Percentage of people who speak Welsh daily and can speak more than just a few words of Welsh				SC2d, SC3e
NI37	Number of people who can speak Welsh				SC2d, SC3e
NI38	Percentage of people participating in sporting activities three or more times a week		<b>LW1</b>		
NI39	Percentage of museums and archives holding archival/heritage collections meeting UK accreditation standards	EY2e			SC3d
NI40	Percentage of designated historic environment assets that are in stable or improved conditions				SC3e
NI41	Emissions of greenhouse gases within Wales			<b>CN3</b> , CN4a	
NI42	Emissions of greenhouse gases attributed to the consumption of global goods and services in Wales			<b>CN3</b> , CN4a	
NI43	Areas of healthy ecosystems in Wales			<b>CN2</b>	
NI44	Status of biological diversity in Wales			<b>CN1</b>	
NI45	Percentage of surface water bodies, and groundwater bodies, achieving good or high overall status			CN2b	
NI46	Active global citizenship in Wales				
NI47	Percentage of people who have confidence in the justice system				SC1a
NI48	Percentage of journeys by walking, cycling or public transport			CN3b	SC2d
NI49	Percentage of households spending 30% or more of their income on housing costs	EY1d	<b>LW2</b> , LW4a		<b>SC2</b>
NI50	Status of digital inclusion				SC2d, <b>SC3</b>

Thriving Places Wales indicators, 2022 (Data Cymru)  
Links to Swansea Well-being Plan primary/secondary drivers

Preliminary, unofficial view of links to Swansea Well-being Plan drivers

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Key: Higher level (primary driver) links.

More specific (secondary driver) links.

No.	Swansea outcomes: Thriving Places Wales Indicators (TPWI)	A EARLY YEARS (EY)	B LIVE WELL, AGE WELL (LW)	C CLIMATE CHANGE & NATURE RECOVERY (CN)	D STRONG COMMUNITIES (SC)
TP1	Green land cover			CN2a	
TP2	Proximity to green space - Access to private garden space		LW1d	CN2a	SC3c
TP3	Proximity to green space - Access to public parks and playing fields		LW1d	CN2a	SC3c
TP4	NO2 concentration*	EY3c		CN2b	
TP5	Active travel			CN3b	SC2d
TP6	Car traffic			CN3b	
TP7	Traffic accidents rate		LW4b		
TP8	Access to services		LW2c		SC2d, SC3c
TP9	Primary youth offenders	EY3b	<b>LW4</b>		SC1d
TP10	Crime Severity Index	EY3b	<b>LW4</b>		
TP11	Rate of domestic-abuse related offences and incidents	EY1e, EY3b, EY3d	<b>LW4</b>		
TP12	Perception of crime*	EY3b, EY3d	<b>LW4</b>		SC1c, SC1d
TP13	Housing affordability	EY1d	<b>LW2</b> , LW4a		<b>SC2</b>
TP14	Homelessness numbers	EY1d	<b>LW2</b> , LW4a		
TP15	Housing quality	EY1d	LW4a		
TP16	Child obesity rate	EY2c			
TP17	Children participating in sport 3 or more times a week	EY2c			
TP18	Teenage pregnancies	<b>EY1</b> , EY2c, <b>EY3</b>			
TP19	Healthy lifestyles - adults	EY1b	<b>LW1</b>		
TP20	Subjective disability		<b>LW1</b>		SC1e
TP21	Subjective health		<b>LW1</b>		
TP22	Preventable mortality rate		<b>LW1</b>		
TP23	Life expectancy		<b>LW1</b>		
TP24	Mental well-being in adults	EY1b	<b>LW1</b>	CN2a	
TP25	Adults with low level skills				SC2a
TP26	Adult education participation		LW2b		SC2a
TP27	Apprenticeships		LW2b		SC2a
TP28	Educational attainment of children	<b>EY2</b>			
TP29	School readiness	<b>EY2</b>			
TP30	Unemployment rate	EY1c	LW2b		<b>SC2</b>
TP31	Job satisfaction*				SC1g
TP32	Working 49+ hours	EY1c	<b>LW2</b>		SC1g, <b>SC2</b>
TP33	Material deprivation*		LW2d		SC1f, SC1g, <b>SC2</b>
TP34	Local business				<b>SC2</b>
TP35	Election turnout				SC3a
TP36	% of people who volunteer*				SC3b
TP37	Able to influence decisions affecting their local area*				<b>SC1</b> , SC3a
TP38	Heritage index	EY2e			SC3d, SC3e
TP39	Social isolation in adults*	EY1e	<b>LW1</b> , LW2c		<b>SC3</b>
TP40	Sense of belonging*	EY3b	LW2c		<b>SC1</b> , <b>SC3</b>
TP41	Social fragmentation index				<b>SC3</b>

TP42	Household energy efficiency			CN3a	
TP43	Ecological footprint*			<b>CN2, CN3, CN4</b>	
TP44	Renewable energy produced			CN3a	
TP45	Waste generation			<b>CN4</b>	
TP46	Household recycling			<b>CN4</b>	
TP47	Domestic energy consumption			CN3a	
TP48	CO2 emissions			<b>CN3, CN4a</b>	
TP49	Difference in HLE and LE		<b>LW1, LW2</b>		
TP50	Pay gap	EY1c			SC1f, <b>SC2</b>
TP51	Gender pay gap	EY1c			SC1f, <b>SC2</b>
TP52	Employment rate (gap - disability)		<b>LW2</b>		SC1g, SC2a, SC2d

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z	AA	AB
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7																											
8		Ref. NI01	NI02	NI03	NI04	NI05	NI06	NI07	NI08	NI09	NI10	NI11	NI12	NI13	NI14	NI15	NI16	NI17	NI18	NI19	NI20	NI21	NI22	NI23	NI24	NI25	NI26
		Percentage of live single births with a birth weight of under 2,500g	Healthy life expectancy at birth including the gap between the least and most deprived	Percentage of adults with two or more healthy lifestyle behaviours	Levels of nitrogen dioxide (NO2) pollution in the air (same as TP04, NO2 concentration)	Percentage of children with two or more healthy lifestyle behaviours	Measurement of development of young children	Average capped 9 points score of pupils, including the gap between those who are eligible or are not eligible for free school meals	Percentage of adults with qualifications at the different levels of the National Qualifications Framework	Gross Value Added (GVA) per hour worked (relative to UK average)	Gross Disposable Income per head	Percentage of businesses which are innovation-active	Capacity (in MW) of renewable energy equipment installed	Concentration of carbon and organic matter in soil	The global footprint of Wales (same as TP43)	Amount of waste generated that is not recycled, per person	Percentage of people in employment, who are on permanent contracts (or on temporary contracts, and not seeking permanent employment) and who earn	Pay difference for gender, disability and ethnicity	Percentage of people living in households in income poverty relative to the UK median: measured for children, working age and those of pension age	Percentage of people living in households in material deprivation (same as TP33)	Proportion of employees whose pay is set by collective bargaining	Percentage of people in employment	Percentage of people in education, employment or training, measured for different age groups	Percentage who feel able to influence decisions affecting their local area (same as TP37)	Percentage of people satisfied with their ability to get to access the facilities and services they need	Percentage of people feeling safe at home, walking in the local area, and when travelling (same as TP12)	Percentage of people satisfied with local area as a place to live
9	Ref.	<b>SWANSEA OUTCOMES / Primary Drivers / Secondary Drivers:</b>																									
10	EY1	<b>EARLY YEARS (EY)</b>																									
11	EY1	Parents/carers are well-prepared for birth																									
12	EY1a	Parents/carers are supported to develop their skills, knowledge and confidence and can access the information they need.																									
13	EY1b	Parents/carers lead a healthy lifestyle and can access the local and natural environment.																									
14	EY1c	Parents/carers can access good employment.																									
15	EY1d	Families live in a good standard of housing.																									
16	EY1e	Families enjoy healthy family relationships.																									
17																											
18	EY2	All children develop to their full potential																									
19	EY2a	Children develop good positive attachments with their parents/carers*.																									
20	EY2b	Children with additional needs are identified and supported.																									
21	EY2c	Children have good quality physical and mental health and well-being.																									
22	EY2d	Children develop speech language and communication successfully.																									
23	EY2e	Children can access cultural and natural heritage.																									
24																											
25	EY3	Children are safe from harm and are supported at the earliest opportunity																									
26	EY3a	Children's needs are identified and supported at the earliest stage.																									
27	EY3b	Homes and neighbourhoods are safe and free from violence, crime and abuse.																									
28	EY3c	Children are protected from environmental risks such as air pollution.																									
29	EY3d	Children are protected from Adverse Childhood Experiences and supported when needed.																									
30																											
31	EY4	Support services are high quality and well-integrated, and are accessible to all and no child is excluded																									
32	EY4a	Services are aligned and prioritised to support the mental health of parents/carers and address alcohol/drug misuse.																									
33	EY4b	Communication and collaboration between service providers is strong in order to deliver accessible, timely services where no-one is exclude.																									
34	EY4c	Data and information sharing between services is effective.																									
35																											
36	LW	<b>LIVE WELL, AGE WELL (LW)</b>																									
37	LW1	People have the best possible level of health and well-being																									
38	LW1a	Access to resources, knowledge, and skills for healthy living.																									
39	LW1b	Key health and well-being messages are identified, targeted, and promoted.																									
40	LW1c	Every individual has access to health and well-being opportunities and services.																									
41	LW1d	Natural and built environments that encourage health and well-being are created and sustained.																									
42	LW1e	People are supported to access information, advice, and assistance.																									
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44	LW2	People are free from poverty, as independent as possible and enjoy a good quality of life																									
45	LW2a	Health, Social Care and third sector services work together closely to provide services in the community.																									
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55																											
56	LW4	People feel safe in their home and community																									
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**Key:**

- Yellow: Swansea Well-being Plan high-level objective, including (draft) identified linked measure references
- Green: Identified link between Primary / Secondary driver and NI / TP measure (draft)
- White: No Well-being Plan drivers linked to NI or TP measure (draft)
- Red: Thriving Places measures which are National Indicators (i.e. duplicated).





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9	Ref.	<b>SWANSEA OUTCOMES / Primary Drivers / Secondary Drivers:</b>																									
96	SC2d	Barriers to involvement in community life are reduced (e.g. Digital Inclusion, English/Welsh for Speakers of a second language, transport Infrastructure).																									
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- Swansea Well-being Plan high-level objective, including (draft) identified linked measure references
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		Percentage of people agreeing that they belong to the area; that people from different backgrounds get on well	Percentage of people who volunteer (same as TP3c)	Mean mental well-being score for people	Percentage of people who are lonely (same as TP3b; Social isolation in adults)	Percentage of dwellings which are free from hazards	Number of properties (homes and businesses) at medium or high risk of flooding from rivers and the sea	Percentage of dwellings with adequate energy performance	Number of households successfully prevented from becoming homeless per 10,000 households	Percentage of people attending or participating in arts, culture or heritage activities at least three times a year	Percentage of people who speak Welsh daily and can speak more than just a few words of Welsh	Number of people who can speak Welsh	Percentage of people participating in sporting activities three or more times a week	Percentage of museums and archives holding archival/heritage collections meeting UK accreditation standards	Percentage of designated historic environment assets that are in stable or improved conditions	Emissions of greenhouse gases within Wales	Emissions of greenhouse gases attributed to the consumption of global goods and services in Wales	Areas of healthy ecosystems in Wales	Status of biological diversity in Wales	Percentage of surface water bodies, and groundwater bodies, achieving good or high overall status	Active global citizenship in Wales	Percentage of people who have confidence in the justice system	Percentage of journeys by walking, cycling or public transport	Percentage of households spending 30% or more of their income on housing costs	Status of digital inclusion	Green land cover	Proximity to green space; Access to private garden space	Proximity to green space; Access to public parks and playing fields	NCI concentration	Active travel
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9	Ref.	SWANSEA OUTCOMES / Primary Drivers / Secondary Drivers: Environments that support people to feel and be safe are created, sustained and protected.	Percentage of people agreeing that they belong to the area; that people from different backgrounds get on well	Percentage of people who volunteer (same as TP36)	Mean mental well-being score for people	Percentage of people who are lonely (same as TP30: Social isolation in adults)	Percentage of dwellings which are free from hazards	Number of properties (homes and businesses) at medium or high risk of flooding from rivers and the sea	Percentage of dwellings with adequate energy performance	Number of households successfully prevented from becoming homeless per 10,000 households	Percentage of people attending or participating in arts, culture or heritage activities at least three times a year	Percentage of people who speak Welsh daily and can speak more than just a few words of Welsh	Number of people who can speak Welsh	Percentage of people participating in sporting activities three or more times a week	Percentage of museums and archives holding archival/heritage collections meeting UK accreditation standards	Percentage of designated historic environment assets that are in stable or improved conditions	Emissions of greenhouse gases within Wales	Emissions of greenhouse gases attributed to the consumption of global goods and services in Wales	Areas of healthy ecosystems in Wales	Status of biological diversity in Wales	Percentage of surface water bodies, and groundwater bodies, achieving good or high overall status	Active global citizenship in Wales	Percentage of people who have confidence in the justice system	Percentage of journeys by walking, cycling or public transport	Percentage of households spending 30% or more of their income on housing costs	Status of digital inclusion	Green land cover	Proximity to green space: Access to private garden space	Proximity to green space: Access to public parks and playing fields	TP4: NC2 concentration	Active travel
58	LW4b																														
59	CN	CLIMATE CHANGE & NATURE RECOVERY (CN)		CN2a		CN2b, CN3c	CN3a									CN3, CN4a	CN3, CN4a	CN2	CN1	CN2b			CN3b			CN2a	CN2a	CN2a	CN2b	CN3b	
60	CN1	Biodiversity is restored and enhanced																													
61	CN1a	Ensure habitats are better connected with valuable sites and vulnerable species protected and their condition enhanced/improved.																													
62	CN1b	Support and protect pollinator species and populations.																													
63	CN1c	Prevent pollution, tackle environmental crime and the negative impacts of non-native species, pests and diseases (such as ash dieback).																													
64	CN2	Natural systems are healthy and resilient																													
65	CN2a	Ensure the health and multiple other benefits of green and blue infrastructure are maximised in urban and rural areas, and that everyone has access to good natural spaces.																													
66	CN2b	Improve air quality, make ecosystems more resilient and take a catchment approach to water management, which involves local communities.																													
67	CN2c	Take a balanced approach to land use that safeguards soils, makes space for nature, supports local food growing and energy generation.																													
68	CN3	Our carbon emissions are reduced to net zero and individuals, communities and organisations are well prepared for the impacts of climate change and adaptation																													
69	CN3a	Reduce the energy consumption in our homes, buildings and businesses and support local sustainable energy generation.																													
70	CN3b	Promote active travel and develop a low carbon transport system that is accessible, affordable and meets the needs of everyone.																													
71	CN3c	Better understand and prepare for local climate change risks and impacts.																													
72	CN3d	Promote environmentally sustainable and ethical procurement practices, especially in the public sector.																													
73	CN4	The root causes of unsustainable production and consumption of natural resources are addressed, through knowledge and behaviour change																													
74	CN4a	Increase training opportunities and the creation of green jobs to support the transition to a low carbon, circular economy with efficient reduction/ reuse / recycling of materials.																													
75	CN4b	Improve the collection, analysis and sharing of environmental data and information to better inform decisions																													
76	CN4c	Seek / encourage nature-based solutions to improving well-being.																													
77	SC	STRONG COMMUNITIES (SC)	SC1, SC3	SC3b		SC3				SC3d, SC3e	SC2d, SC3e	SC2d, SC3e	SC3d	SC3e								SC1a	SC2d	SC2	SC2d, SC3		SC3c	SC3c		SC2d	
78	SC1	People feel and are safe and confident																													
79	SC1a	Trust is built between people and organisations.																													
80	SC1b	Advice and support are available and provide in a non-judgmental way.																													
81	SC1c	Homes and neighbourhoods are healthy, safe places to be, free of substance misuse.																													
82	SC1d	Safety, reduced crime and antisocial behaviour on the streets contributes to public confidence and strengthens the economy.																													
83	SC1e	The needs of vulnerable community members are collectively understood and the resilience of communities is improved.																													
84	SC1f	Employers should pay at least the minimum wage.																													
85	SC1g	Good jobs are created and people are enabled to overcome the barriers to access																													
86	SC2	We have a thriving local economy where households achieve at least the Minimum Income Standard																													
87	SC2a	People are supported to develop the skills and gain the qualifications they need to learn through their lifetimes.																													
88	SC2b	People access all the financial support they are entitled to.																													
89	SC2c	The cost of goods and services for all are equalised ending the poverty premium.																													

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8		Ref.	TP6	TP7	TP8	TP9	TP10	TP11	TP12	TP13	TP14	TP15	TP16	TP17	TP18	TP19	TP20	TP21	TP22	TP23	TP24	TP25	TP26	TP27	TP28	TP29	TP30	TP31	TP32
			Car traffic	Traffic accidents rate	Access to services	Primary youth offenders	Crime Severity Index	Rate of domestic-abuse related offences and incidents	Perception of crime*	Housing affordability	Homelessness numbers	Housing quality	Child obesity rate	Children participating in sport 3 or more times a week	Teenage pregnancies	Healthy lifestyles - adults	Subjective disability	Subjective health	Preventable mortality rate	Life expectancy	Mental well-being in adults	Adults with low level skills	Adult education participation	Apprenticeships	Educational attainment of children	School readiness	Unemployment rate	Job satisfaction* (note: no longer a NI)	Working 49+ hours
9	Ref.	SWANSEA OUTCOMES / Primary Drivers / Secondary Drivers:																											
10	EY	EARLY YEARS (EY)																											
11	EY1	Parents/carers are well-prepared for birth																											
	EY1a	Parents/carers are supported to develop their skills, knowledge and confidence and can access the information they need.																											
	EY1b	Parents/carers lead a healthy lifestyle and can access the local and natural environment.																											
	EY1c	Parents/carers can access good employment.																											
	EY1d	Families live in a good standard of housing.																											
	EY1e	Families enjoy healthy family relationships.																											
17	EY2	All children develop to their full potential																											
	EY2a	Children develop good positive attachments with their parents/carers*.																											
	EY2b	Children with additional needs are identified and supported.																											
	EY2c	Children have good quality physical and mental health and well-being.																											
	EY2d	Children develop speech language and communication successfully.																											
	EY2e	Children can access cultural and natural heritage.																											
24	EY3	Children are safe from harm and are supported at the earliest opportunity																											
	EY3a	Children's needs are identified and supported at the earliest stage.																											
	EY3b	Homes and neighbourhoods are safe and free from violence, crime and abuse.																											
	EY3c	Children are protected from environmental risks such as air pollution.																											
	EY3d	Children are protected from Adverse Childhood Experiences and supported when needed.																											
31	EY4	Support services are high quality and well-integrated, and are accessible to all and no child is excluded																											
	EY4a	Services are aligned and prioritised to support the mental health of parents/carers and address alcohol/drug misuse.																											
	EY4b	Communication and collaboration between service providers is strong in order to deliver accessible, timely services where no-one is exclude.																											
	EY4c	Data and information sharing between services is effective.																											
36	LW	LIVE WELL, AGE WELL (LW)																											
	LW1	People have the best possible level of health and well-being																											
	LW1a	Access to resources, knowledge, and skills for healthy living.																											
	LW1b	Key health and well-being messages are identified, targeted, and promoted.																											
	LW1c	Every individual has access to health and well-being opportunities and services.																											
	LW1d	Natural and built environments that encourage health and well-being are created and sustained.																											
	LW1e	People are supported to access information, advice, and assistance.																											
44	LW2	People are free from poverty, as independent as possible and enjoy a good quality of life																											
	LW2a	Health, Social Care and third sector services work together closely to provide services in the community.																											
	LW2b	People are supported to learn, work and live well.																											
	LW2c	Individuals and communities are supported to be more connected.																											
	LW2d	People are protected from poverty and are supported from the impacts of poverty.																											
	LW2e	Advice and support is provided to help people, help themselves.																											
51	LW3	People are valued, listened to, and able to have a voice, choice and control																											
	LW3a	People are able to access care and support in ways that suit them and supports them to help themselves.																											
	LW3b	A Human Rights City Approach is promoted to ensure people understand their rights and they are recognised.																											
	LW3c	Accessible mechanisms enable people to have their voice heard and be involved in decision making processes that impact their lives.																											
56	LW4	People feel safe in their home and community																											
	LW4a	People live in safe good quality homes.																											



A	B	BF	BG	BH	BI	BJ	BK	BL	BM	BN	BO	BP	BQ	BR	BS	BT	BU	BV	BW	BX	BY	BZ	CA	CB	CC	CD	CE	CF	
1	<b>Swansea Well-being Plan 2023:</b>																												
2	<b>(Draft) identified links between drivers and measures</b>																												
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4	Measures:																												
5	National wellbeing indicators (Refs. NI01-NI50)																												
6	Thriving Places Wales indicators, 2022 (Refs. TP1-TP48)																												
7																													
8		Ref.	TP6	TP7	TP8	TP9	TP10	TP11	TP12	TP13	TP14	TP15	TP16	TP17	TP18	TP19	TP20	TP21	TP22	TP23	TP24	TP25	TP26	TP27	TP28	TP29	TP30	TP31	TP32
			Car traffic	Traffic accidents rate	Access to services	Primary youth offenders	Crime Severity index	Rate of domestic-abuse related offences and incidents	Perception of crime*	Housing affordability	Homelessness numbers	Housing quality	Child obesity rate	Children participating in sport 3 or more times a week	Teenage pregnancies	Healthy lifestyles - adults	Subjective disability	Subjective health	Preventable mortality rate	Life expectancy	Mental well-being in adults	Adults with low level skills	Adult education participation	Apprenticeships	Educational attainment of children	School readiness	Unemployment rate	Job satisfaction* (note: no longer a NI)	Working 49+ hours
9	Ref.																												
96		SC2d																											
97																													
98	SC3																												
99	SC3																												
100	SC3																												
101	SC3																												
102	SC3																												
103	SC3																												



	A	B	CG	CH	CI	CJ	CK	CL	CM	CN	CO	CP	CQ	CR	CS	CT	CU	CV	CW	CX	CY	CZ	
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5	National wellbeing indicators (Refs. NI01-NI50)																						
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7																							
8		Ref.	TP33	TP34	TP35	TP36	TP37	TP38	TP39	TP40	TP41	TP42	TP43	TP44	TP45	TP46	TP47	TP48	TP49	TP50	TP51	TP52	
			Material deprivation*	Local business	Election turnout	% of people who volunteer*	Ability to influence decisions affecting their local area*	Heritage index	Social isolation in adults*	Sense of belonging*	Social fragmentation on index	Household energy efficiency	Ecological footprint*	Renewable energy produced	Waste generation	Household recycling	Domestic energy consumption	CO2 emissions	Difference in HLE and LE	Pay gap	Gender pay gap	Employment rate (gap - disability)	
9	Ref.	<b>SWANSEA OUTCOMES / Primary Drivers / Secondary Drivers:</b>																					
10	<b>EY</b>	<b>EARLY YEARS (EY)</b>																					
11	EY1	<b>Parents/carers are well-prepared for birth</b>																					
12	EY1a	Parents/carers are supported to develop their skills, knowledge and confidence and can access the information they need.																					
13	EY1b	Parents/carers lead a healthy lifestyle and can access the local and natural environment.																					
14	EY1c	Parents/carers can access good employment.																					
15	EY1d	Families live in a good standard of housing.																					
16	EY1e	Families enjoy healthy family relationships.																					
17																							
18	<b>EY2</b>	<b>All children develop to their full potential</b>																					
19	EY2a	Children develop good positive attachments with their parents/carers*.																					
20	EY2b	Children with additional needs are identified and supported.																					
21	EY2c	Children have good quality physical and mental health and well-being.																					
22	EY2d	Children develop speech language and communication successfully.																					
23	EY2e	Children can access cultural and natural heritage.																					
24																							
25	<b>EY3</b>	<b>Children are safe from harm and are supported at the earliest opportunity</b>																					
26	EY3a	Children's needs are identified and supported at the earliest stage.																					
27	EY3b	Homes and neighbourhoods are safe and free from violence, crime and abuse.																					
28	EY3c	Children are protected from environmental risks such as air pollution.																					
29	EY3d	Children are protected from Adverse Childhood Experiences and supported when needed.																					
30																							
31	<b>EY4</b>	<b>Support services are high quality and well-integrated, and are accessible to all and no child is excluded</b>																					
32	EY4a	Services are aligned and prioritised to support the mental health of parents/carers and address alcohol/drug misuse.																					
33	EY4b	Communication and collaboration between service providers is strong in order to deliver accessible, timely services where no-one is excluded.																					
34	EY4c	Data and information sharing between services is effective.																					
35																							
36	<b>LW</b>	<b>LIVE WELL, AGE WELL (LW)</b>																					
37	<b>LW1</b>	<b>People have the best possible level of health and well-being</b>																					
38	LW1a	Access to resources, knowledge, and skills for healthy living.																					
39	LW1b	Key health and well-being messages are identified, targeted, and promoted.																					
40	LW1c	Every individual has access to health and well-being opportunities and services.																					
41	LW1d	Natural and built environments that encourage health and well-being are created and sustained.																					
42	LW1e	People are supported to access information, advice, and assistance.																					
43																							
44	<b>LW2</b>	<b>People are free from poverty, as independent as possible and enjoy a good quality of life</b>																					
45	LW2a	Health, Social Care and third sector services work together closely to provide services in the community.																					
46	LW2b	People are supported to learn, work and live well.																					
47	LW2c	Individuals and communities are supported to be more connected.																					
48	LW2d	People are protected from poverty and are supported from the impacts of poverty.																					
49	LW2e	Advice and support is provided to help people, help themselves.																					
50																							
51	<b>LW3</b>	<b>People are valued, listened to, and able to have a voice, choice and control</b>																					
52	LW3a	People are able to access care and support in ways that suit them and supports them to help themselves.																					
53	LW3b	A Human Rights City Approach is promoted to ensure people understand their rights and they are recognised.																					
54	LW3c	Accessible mechanisms enable people to have their voice heard and be involved in decision making processes that impact their lives.																					
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56	<b>LW4</b>	<b>People feel safe in their home and community</b>																					
57	LW4a	People live in safe good quality homes.																					

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1	<b>Swansea Well-being Plan 2023:</b>																					
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			Material deprivation*	Local business	Election turnout	% of people who volunteer*	Ability to influence decisions affecting their local area*	Heritage index	Social isolation in adults*	Sense of belonging*	Social fragmentation on index	Household energy efficiency	Ecological footprint*	Renewable energy produced	Waste generation	Household recycling	Domestic energy consumption	CO2 emissions	Difference in HLE and LE	Pay gap	Gender pay gap	Employment rate (gap - disability)
9	Ref.	<b>SWANSEA OUTCOMES /</b>																				
58	LW4b	Primary Drivers / Secondary Drivers: Environments that support people to feel and be safe are created, sustained and protected.																				
59																						
60	CN	<b>CLIMATE CHANGE &amp; NATURE RECOVERY (CN)</b>																				
61	CN1	Biodiversity is restored and enhanced																				
62	CN1a	Ensure habitats are better connected with valuable sites and vulnerable species protected and their condition enhanced/improved.																				
63	CN1b	Support and protect pollinator species and populations.																				
64	CN1c	Prevent pollution, tackle environmental crime and the negative impacts of non-native species, pests and diseases (such as ash dieback).																				
65																						
66	CN2	Natural systems are healthy and resilient																				
67	CN2a	Ensure the health and multiple other benefits of green and blue infrastructure are maximised in urban and rural areas, and that everyone has access to good natural spaces.																				
68	CN2b	Improve air quality, make ecosystems more resilient and take a catchment approach to water management, which involves local communities.																				
69	CN2c	Take a balanced approach to land use that safeguards soils, makes space for nature, supports local food growing and energy generation.																				
70																						
71	CN3	Our carbon emissions are reduced to net zero and individuals, communities and organisations are well prepared for the impacts of climate change and adaptation																				
72	CN3a	Reduce the energy consumption in our homes, buildings and businesses and support local sustainable energy generation.																				
73	CN3b	Promote active travel and develop a low carbon transport system that is accessible, affordable and meets the needs of everyone.																				
74	CN3c	Better understand and prepare for local climate change risks and impacts.																				
75	CN3d	Promote environmentally sustainable and ethical procurement practices, especially in the public sector.																				
76																						
77	CN4	The root causes of unsustainable production and consumption of natural resources are addressed, through knowledge and behaviour change																				
78	CN4a	Increase training opportunities and the creation of green jobs to support the transition to a low carbon, circular economy with efficient reduction/ reuse / recycling of materials.																				
79	CN4b	Improve the collection, analysis and sharing of environmental data and information to better inform decisions																				
80	CN4c	Seek / encourage nature-based solutions to improving well-being.																				
81																						
82	SC	<b>STRONG COMMUNITIES (SC)</b>																				
83	SC1	SC1f, SC1g, SC2	SC2	SC3a	SC3b	SC1, SC3a	SC3d, SC3e	SC3	SC1, SC3	SC3									SC1f, SC2	SC1f, SC2	SC1g, SC2a, SC2d	
84	SC1a	People feel and are safe and confident																				
85	SC1b	Trust is built between people and organisations.																				
86	SC1c	Advice and support are available and provide in a non-judgmental way.																				
87	SC1d	Homes and neighbourhoods are healthy, safe places to be, free of substance misuse.																				
88	SC1e	Safety, reduced crime and antisocial behaviour on the streets contributes to public confidence and strengthens the economy																				
89	SC1f	The needs of vulnerable community members are collectively understood and the resilience of communities is improved.																				
90	SC1g	Employers should pay at least the minimum wage.																				
91	SC1h	Good jobs are created and people are enabled to overcome the barriers to access																				
92	SC2	We have a thriving local economy where households achieve at least the Minimum Income Standard																				
93	SC2a	People are supported to develop the skills and gain the qualifications they need to learn through their lifetimes.																				
94	SC2b	People access all the financial support they are entitled to.																				
95	SC2c	The cost of goods and services for all are equalised ending the poverty premium.																				

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8		Ref.	TP33	TP34	TP35	TP36	TP37	TP38	TP39	TP40	TP41	TP42	TP43	TP44	TP45	TP46	TP47	TP48	TP49	TP50	TP51	TP52
			Material deprivation*	Local business	Election turnout	% of people who volunteer*	Ability to influence decisions affecting their local area*	Heritage index	Social isolation in adults*	Sense of belonging*	Social fragmentation index	Household energy efficiency	Ecological footprint*	Renewable energy produced	Waste generation	Household recycling	Domestic energy consumption	CO2 emissions	Difference in HLE and LE	Pay gap	Gender pay gap	Employment rate (gap - disability)
9	Ref.	<b>SWANSEA OUTCOMES / Primary Drivers / Secondary Drivers:</b>																				
		Barriers to involvement in community life are reduced																				
96		SC2d (e.g. Digital Inclusion, English/Welsh for Speakers of a second language, transport Infrastructure).																				
97																						
98	SC3	<b>Communities and individuals are connected</b>																				
		People and communities have a voice in decisions which affect them via the processes and mechanisms of social partnerships, trade unions, representative and participative democracy.																				
99		Volunteer opportunities are available for individuals to engage in community action around shared concerns, and successes are built on, celebrated and promoted.																				
100	SC3d																					
		Built and natural environment planning and design maximises connectivity opportunities within and adjacent to newly planned developments.																				
101	SC3d																					
		The integration and promotion of the cultural offer in Swansea to instil a vibrant culture within																				
102	SC3d																					
		Language, heritage and cultures within and between our communities are celebrated and promoted.																				
103	SC3d																					

**Swansea Well-being Plan 2023:**  
**(Draft) identified links between drivers and measures**

Measures:  
**National wellbeing indicators** (Refs. NI01-NI50)  
**Thriving Places Wales indicators, 2022** (Refs. TP1-TP48)

Driver Ref.	SWANSEA OUTCOMES / Primary Drivers / Secondary Drivers:	Indicator Ref.	Indicator
<b>EY</b>	<b>EARLY YEARS (EY)</b>		
<b>EY1</b>	<b>Parents/carers are well-prepared for birth</b>		
		NI01	Percentage of live single births with a birth weight of under 2,500g
		TP18	Teenage pregnancies
EY1a	Parents/carers are supported to develop their skills, knowledge and confidence and can access the information they need.		
		NI24	Percentage of people satisfied with their ability to get to/ access the facilities and services they need
EY1b	Parents/carers lead a healthy lifestyle and can access the local and natural environment.		
		NI03	Percentage of adults with two or more healthy lifestyle behaviours
		NI26	Percentage of people satisfied with local area as a place to live
		TP19	Healthy lifestyles - adults
		TP24	Mental well-being in adults
EY1c	Parents/carers can access good employment.		
		NI10	Gross Disposable Household Income per head
		NI16	Percentage of people in employment, who are on permanent contracts (or on temporary contracts, and not seeking permanent employment) and who earn at least the real Living Wage
		NI17	Pay difference for gender, disability and ethnicity
		NI20	Proportion of employees whose pay is set by collective bargaining
		NI21	Percentage of people in employment
		TP30	Unemployment rate
		TP32	Working 49+ hours
		TP50	Pay gap
		TP51	Gender pay gap
EY1d	Families live in a good standard of housing.		
		NI31	Percentage of dwellings which are free from hazards
		NI33	Percentage of dwellings with adequate energy performance
		NI34	Number of households successfully prevented from becoming homeless per 10,000 households
		NI49	Percentage of households spending 30% or more of their income on housing costs
		TP13	Housing affordability
		TP14	Homelessness numbers
		TP15	Housing quality
EY1e	Families enjoy healthy family relationships.		
		NI30	Percentage of people who are lonely (same as TP39: Social isolation in adults)
		TP11	Rate of domestic-abuse related offences and incidents
<b>EY2</b>	<b>All children develop to their full potential</b>		
		NI06	Measurement of development of young children
		NI07	Average capped 9 points score of pupils, including the gap between those who are eligible or are not eligible for free school meals

		TP28	Educational attainment of children
		TP29	School readiness
EY2a	Children develop good positive attachments with their parents/carers*.		
EY2b	Children with additional needs are identified and supported.		
EY2c	Children have good quality physical and mental health and well-being.		
		NI05	Percentage of children with two or more healthy lifestyle behaviours
		NI29	Mean mental well-being score for people
		TP16	Child obesity rate
		TP17	Children participating in sport 3 or more times a week
		TP18	Teenage pregnancies
EY2d	Children develop speech language and communication successfully.		
EY2e	Children can access cultural and natural heritage.		
		NI35	Percentage of people attending or participating in arts, culture or heritage activities at least three times a year
		NI39	Percentage of museums and archives holding archival/heritage collections meeting UK accreditation standards
		TP38	Heritage index
<b>EY3</b>	<b>Children are safe from harm and are supported at the earliest opportunity</b>		
		TP18	Teenage pregnancies
EY3a	Children's needs are identified and supported at the earliest stage.		
EY3b	Homes and neighbourhoods are safe and free from violence, crime and abuse.		
		NI25	Percentage of people feeling safe at home, walking in the local area, and when travelling (same as TP12)
		NI27	Percentage of people agreeing that they belong to the area; that people from different backgrounds get on well together; and that people treat each other with respect (same as TP40: Sense of belonging)
		TP9	Primary youth offenders
		TP10	Crime Severity Index
		TP11	Rate of domestic-abuse related offences and incidents
EY3c	Children are protected from environmental risks such as air pollution.		
		NI04	Levels of nitrogen dioxide (NO2) pollution in the air (same as TP04: NO2 concentration)
EY3d	Children are protected from Adverse Childhood Experiences and supported when needed.		
		NI25	Percentage of people feeling safe at home, walking in the local area, and when travelling (same as TP12)
		TP11	Rate of domestic-abuse related offences and incidents
<b>EY4</b>	<b>Support services are high quality and well-integrated, and are accessible to all and no child is excluded</b>		
		NI01	Percentage of live single births with a birth weight of under 2,500g

EY4a	Services are aligned and prioritised to support the mental health of parents/carers and address alcohol/drug misuse.		
		NI24	Percentage of people satisfied with their ability to get to/ access the facilities and services they need
EY4b	Communication and collaboration between service providers is strong in order to deliver accessible, timely services where no-one is exclude.		
EY4c	Data and information sharing between services is effective.		
<b>LW</b>	<b>LIVE WELL, AGE WELL (LW)</b>		
<b>LW1</b>	<b>People have the best possible level of health and well-being</b>		
		NI02	Healthy life expectancy at birth including the gap between the least and most deprived
		NI03	Percentage of adults with two or more healthy lifestyle behaviours
		NI29	Mean mental well-being score for people
		NI30	Percentage of people who are lonely (same as TP39: Social isolation in adults)
		NI38	Percentage of people participating in sporting activities three or more times a week
		TP19	Healthy lifestyles - adults
		TP20	Subjective disability
		TP21	Subjective health
		TP22	Preventable mortality rate
		TP23	Life expectancy
		TP24	Mental well-being in adults
		TP49	Difference in HLE and LE
LW1a	Access to resources, knowledge, and skills for healthy living.		
LW1b	Key health and well-being messages are identified, targeted, and promoted.		
LW1c	Every individual has access to health and well-being opportunities and services.		
LW1d	Natural and built environments that encourage health and well-being are created and sustained.		
		NI26	Percentage of people satisfied with local area as a place to live
		TP2	Proximity to green space - Access to private garden space
		TP3	Proximity to green space - Access to public parks and playing fields
LW1e	People are supported to access information, advice, and assistance.		
<b>LW2</b>	<b>People are free from poverty, as independent as possible and enjoy a good quality of life</b>		
		NI02	Healthy life expectancy at birth including the gap between the least and most deprived
		NI34	Number of households successfully prevented from becoming homeless per 10,000 households
		NI49	Percentage of households spending 30% or more of their income on housing costs
		TP13	Housing affordability
		TP14	Homelessness numbers

		TP32	Working 49+ hours
		TP49	Difference in HLE and LE
		TP52	Employment rate (gap - disability)
LW2a	Health, Social Care and third sector services work together closely to provide services in the community.		
LW2b	People are supported to learn, work and live well.		
		NI16	Percentage of people in employment, who are on permanent contracts (or on temporary contracts, and not seeking permanent employment) and who earn at least the real Living Wage
		NI22	Percentage of people in education, employment or training, measured for different age groups
		TP26	Adult education participation
		TP27	Apprenticeships
		TP30	Unemployment rate
LW2c	Individuals and communities are supported to be more connected.		
		NI27	Percentage of people agreeing that they belong to the area; that people from different backgrounds get on well together; and that people treat each other with respect (same as TP40: Sense of belonging)
		NI30	Percentage of people who are lonely (same as TP39: Social isolation in adults)
		TP8	Access to services
LW2d	People are protected from poverty and are supported from the impacts of poverty.		
		NI16	Percentage of people in employment, who are on permanent contracts (or on temporary contracts, and not seeking permanent employment) and who earn at least the real Living Wage
		NI18	Percentage of people living in households in income poverty relative to the UK median: measured for children, working age and those of pension age
		NI19	Percentage of people living in households in material deprivation (same as TP33)
LW2e	Advice and support is provided to help people, help themselves.		
<b>LW3</b>	<b>People are valued, listened to, and able to have a voice, choice and control</b>		
LW3a	People are able to access care and support in ways that suit them and supports them to help themselves.		
LW3b	A Human Rights City Approach is promoted to ensure people understand their rights and they are recognised.		
LW3c	Accessible mechanisms enable people to have their voice heard and be involved in decision making processes that impact their lives.		
<b>LW4</b>	<b>People feel safe in their home and community</b>		
		NI25	Percentage of people feeling safe at home, walking in the local area, and when travelling (same as TP12)
		TP9	Primary youth offenders
		TP10	Crime Severity Index
		TP11	Rate of domestic-abuse related offences and incidents
LW4a	People live in safe good quality homes.		

		NI31	Percentage of dwellings which are free from hazards
		NI34	Number of households successfully prevented from becoming homeless per 10,000 households
		NI49	Percentage of households spending 30% or more of their income on housing costs
		TP14	Homelessness numbers
		TP15	Housing quality
LW4b	Environments that support people to feel and be safe are created, sustained and protected.		
		NI26	Percentage of people satisfied with local area as a place to live
		TP7	Traffic accidents rate
<b>CN</b>	<b>CLIMATE CHANGE &amp; NATURE RECOVERY (CN)</b>		
<b>CN1</b>	<b>Biodiversity is restored and enhanced</b>		
		NI44	Status of biological diversity in Wales
CN1a	Ensure habitats are better connected with valuable sites and vulnerable species protected and their condition enhanced/improved.		
CN1b	Support and protect pollinator species and populations.		
CN1c	Prevent pollution, tackle environmental crime and the negative impacts of non-native species, pests and diseases (such as ash dieback).		
<b>CN2</b>	<b>Natural systems are healthy and resilient</b>		
		NI14	The global footprint of Wales (same as TP43)
		NI43	Areas of healthy ecosystems in Wales
CN2a	Ensure the health and multiple other benefits of green and blue infrastructure are maximised in urban and rural areas, and that everyone has access to good natural spaces.		
		NI29	Mean mental well-being score for people
		TP1	Green land cover
		TP2	Proximity to green space - Access to private garden space
		TP3	Proximity to green space - Access to public parks and playing fields
		TP24	Mental well-being in adults
CN2b	Improve air quality, make ecosystems more resilient and take a catchment approach to water management, which involves local communities.		
		NI04	Levels of nitrogen dioxide (NO2) pollution in the air (same as TP04: NO2 concentration)
		NI32	Number of properties (homes and businesses) at medium or high risk of flooding from rivers and the sea
		NI45	Percentage of surface water bodies, and groundwater bodies, achieving good or high overall status
CN2c	Take a balanced approach to land use that safeguards soils, makes space for nature, supports local food growing and energy generation.		
		NI13	Concentration of carbon and organic matter in soil



<b>CN3</b>	<b>Our carbon emissions are reduced to net zero and individuals, communities and organisations are well prepared for the impacts of climate change and adaptation</b>		
		NI14	The global footprint of Wales (same as TP43)
		NI41	Emissions of greenhouse gases within Wales
		NI42	Emissions of greenhouse gases attributed to the consumption of global goods and services in Wales
		TP48	CO2 emissions
CN3a	Reduce the energy consumption in our homes, buildings and businesses and support local sustainable energy generation.		
		NI12	Capacity (in MW) of renewable energy equipment installed
		NI33	Percentage of dwellings with adequate energy performance
		TP42	Household energy efficiency
		TP44	Renewable energy produced
		TP47	Domestic energy consumption
CN3b	Promote active travel and develop a low carbon transport system that is accessible, affordable and meets the needs of everyone.		
		NI48	Percentage of journeys by walking, cycling or public transport
		TP5	Active travel
		TP6	Car traffic
CN3c	Better understand and prepare for local climate change risks and impacts.		
		NI32	Number of properties (homes and businesses) at medium or high risk of flooding from rivers and the sea
CN3d	Promote environmentally sustainable and ethical procurement practices, especially in the public sector.		
<b>CN4</b>	<b>The root causes of unsustainable production and consumption of natural resources are addressed, through knowledge and behaviour change</b>		
		NI14	The global footprint of Wales (same as TP43)
		NI15	Amount of waste generated that is not recycled, per person
		TP45	Waste generation
		TP46	Household recycling
CN4a	Increase training opportunities and the creation of green jobs to support the transition to a low carbon, circular economy with efficient reduction/ reuse / recycling of materials.		
		NI41	Emissions of greenhouse gases within Wales
		NI42	Emissions of greenhouse gases attributed to the consumption of global goods and services in Wales
		TP48	CO2 emissions
CN4b	Improve the collection, analysis and sharing of environmental data and information to better inform decisions		

CN4c	Seek / encourage nature-based solutions to improving well-being.		
<b>SC</b>	<b>STRONG COMMUNITIES (SC)</b>		
<b>SC1</b>	<b>People feel and are safe and confident</b>		
		NI23	Percentage who feel able to influence decisions affecting their local area (same as TP37)
		NI27	Percentage of people agreeing that they belong to the area; that people from different backgrounds get on well together; and that people treat each other with respect (same as TP40: Sense of belonging)
SC1a	Trust is built between people and organisations.		
		NI24	Percentage of people satisfied with their ability to get to/ access the facilities and services they need
		NI47	Percentage of people who have confidence in the justice system
SC1b	Advice and support are available and provide in a non-judgemental way.		
		NI24	Percentage of people satisfied with their ability to get to/ access the facilities and services they need
SC1c	Homes and neighbourhoods are healthy, safe places to be, free of substance misuse.		
		NI25	Percentage of people feeling safe at home, walking in the local area, and when travelling (same as TP12)
		NI26	Percentage of people satisfied with local area as a place to live
SC1d	Safety, reduced crime and antisocial behaviour on the streets contributes to public confidence and strengthens the economy.		
		NI25	Percentage of people feeling safe at home, walking in the local area, and when travelling (same as TP12)
		NI26	Percentage of people satisfied with local area as a place to live
		TP9	Primary youth offenders
SC1e	The needs of vulnerable community members are collectively understood and the resilience of communities is improved.		
		TP20	Subjective disability
SC1f	Employers should pay at least the minimum wage.		
		NI16	Percentage of people in employment, who are on permanent contracts (or on temporary contracts, and not seeking permanent employment) and who earn at least the real Living Wage
		NI17	Pay difference for gender, disability and ethnicity
		NI19	Percentage of people living in households in material deprivation (same as TP33)
		NI20	Proportion of employees whose pay is set by collective bargaining
		TP50	Pay gap
		TP51	Gender pay gap
SC1g	Good jobs are created and people are enabled to overcome the barriers to access		
		NI19	Percentage of people living in households in material deprivation (same as TP33)
		TP31	Job satisfaction* (note: no longer a NI)
		TP32	Working 49+ hours
		TP52	Employment rate (gap - disability)
<b>SC2</b>	<b>We have a thriving local economy where households achieve at least the Minimum Income Standard</b>		

		NI09	Gross Value Added (GVA) per hour worked (relative to UK average)
		NI10	Gross Disposable Household Income per head
		NI16	Percentage of people in employment, who are on permanent contracts (or on temporary contracts, and not seeking permanent employment) and who earn at least the real Living Wage
		NI17	Pay difference for gender, disability and ethnicity
		NI18	Percentage of people living in households in income poverty relative to the UK median: measured for children, working age and those of pension age
		NI19	Percentage of people living in households in material deprivation (same as TP33)
		NI20	Proportion of employees whose pay is set by collective bargaining
		NI21	Percentage of people in employment
		NI49	Percentage of households spending 30% or more of their income on housing costs
		TP13	Housing affordability
		TP30	Unemployment rate
		TP32	Working 49+ hours
		TP34	Local business
		TP50	Pay gap
		TP51	Gender pay gap
SC2a	People are supported to develop the skills and gain the qualifications they need to learn through their lifetimes.		
		NI08	Percentage of adults with qualifications at the different levels of the National Qualifications Framework
		NI22	Percentage of people in education, employment or training, measured for different age groups
		TP25	Adults with low level skills
		TP26	Adult education participation
		TP27	Apprenticeships
		TP52	Employment rate (gap - disability)
SC2b	People access all the financial support they are entitled to.		
SC2c	The cost of goods and services for all are equalised ending the poverty premium.		
SC2d	Barriers to involvement in community life are reduced (e.g. Digital Inclusion, English/Welsh for Speakers of a second language, transport Infrastructure).		
		NI36	Percentage of people who speak Welsh daily and can speak more than just a few words of Welsh
		NI37	Number of people who can speak Welsh
		NI48	Percentage of journeys by walking, cycling or public transport
		NI50	Status of digital inclusion
		TP5	Active travel
		TP8	Access to services
<b>SC3</b>	<b>Communities and individuals are connected</b>		
		NI27	Percentage of people agreeing that they belong to the area; that people from different backgrounds get on well together; and that people treat each other with respect (same as TP40: Sense of belonging)
		NI30	Percentage of people who are lonely (same as TP39: Social isolation in adults)
		NI50	Status of digital inclusion
		TP41	Social fragmentation index
SC3a	People and communities have a voice in decisions which affect them via the processes and mechanisms of social partnerships, trade unions, representative and participative democracy.		

		NI23	Percentage who feel able to influence decisions affecting their local area (same as TP37)
		TP35	Election turnout
SC3b	Volunteer opportunities are available for individuals to engage in community action around shared concerns, and successes are built on, celebrated and promoted.		
		NI28	Percentage of people who volunteer (same as TP36)
SC3c	Built and natural environment planning and design maximises connectivity opportunities within and adjacent to newly planned developments.		
		NI26	Percentage of people satisfied with local area as a place to live
		TP2	Proximity to green space - Access to private garden space
		TP3	Proximity to green space - Access to public parks and playing fields
		TP8	Access to services
SC3d	The integration and promotion of the cultural offer in Swansea to instil a vibrant culture within communities.		
		NI35	Percentage of people attending or participating in arts, culture or heritage activities at least three times a year
		NI39	Percentage of museums and archives holding archival/heritage collections meeting UK accreditation standards
		TP38	Heritage index
SC3e	Language, heritage and cultures within and between our communities are celebrated and promoted.		
		NI35	Percentage of people attending or participating in arts, culture or heritage activities at least three times a year
		NI36	Percentage of people who speak Welsh daily and can speak more than just a few words of Welsh
		NI37	Number of people who can speak Welsh
		NI40	Percentage of designated historic environment assets that are in stable or improved conditions
		TP38	Heritage index



## Minutes of the **Swansea Public Services Board** **Joint Committee**

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

**Teams**

**Thursday, 9 February 2023 at 3.00 pm**

**Present:** Councillor A S Lewis (Chair) Presided

Leanne Ahern, Swansea Council  
Maggie Berry, Swansea Bay University Health Board  
Mark Brier, South Wales Police  
Amanda Carr, Swansea Council for Voluntary Service  
Martyn Evans, Natural Resources Wales  
Bailie Jones, Mid & West Wales Fire & Rescue Service  
Allison Lowe, Swansea Council  
Keith Reid, Public Health, Swansea Bay University Health Board  
Suzy Richards, Swansea Council  
Amy Richmond-Jones, Mid & West Wales Fire & Rescue Service  
Karen Stapleton, Swansea Bay University Health Board  
Paul Thomas, Swansea Council  
Roger Thomas, Mid & West Wales Fire & Rescue Service  
Mark Wade, Health & Housing Group  
Ness Young, Interim Director of Corporate Services

### **Apologies for Absence**

Sian Harrop-Griffiths, Swansea Bay University Health Board  
Professor Chris Jones, Welsh Government  
Deanne Martin, HM Prison & Probation Service  
Martin Nicholls, Swansea Council  
Rob Stewart, Swansea Council  
Emma Woollett, Swansea Bay University Health Board

#### **40 Disclosures of Personal & Prejudicial Interest.**

No declarations were made.

#### **41 Minutes.**

**Resolved** that the Minutes of the Swansea Public Services Board Joint Committee held on 1 December 2022 be approved as a correct record.

#### **42 Update on Actions from Previous Meeting.**

The action log was noted.

**43 Public Question Time.**

There were no public questions.

**44 Safer Swansea Partnership Annual Statement 2022, 1 January 2022 - 31 December 2022.**

Paul Thomas, Community Integration Partnership Manager provided an annual statement of the work of the Safer Swansea Partnership during 2022 as part of the overarching Governance arrangements.

**Resolved** that the Safer Swansea Partnership Annual Statement be accepted and noted.

**45 Healthy Weight Healthy Wales. (Verbal)**

Keith Reid, Executive Director of Public Health provided a presentation on the Healthy Weight Healthy Wales programme.

The Healthy Weight Healthy Wales Whole Systems Approach (HWHW WSA) Programme was a collaborative programme between Public Health Wales, the Directors of Public Health Leadership Group and Welsh Government. The Whole System Approach to a Healthy Weight in Wales would take a long term view and was underpinned by a 10 year Welsh Government strategy.

The programme was part of a national programme but the role at a local level would build on local relationships and partnerships and links with local communities to implement and drive change. The approach would recognise the importance of building on local assets and opportunities and strengthening cross-sector alliances.

The work would be undertaken with a range of stakeholders, including local communities, to both better understand the system and the opportunities for change. The process explicitly aimed to reveal the structures and goals within a given system.

The Joint Committee also provided details of other programmes that had taken place in communities, the results of which might assist the programme team.

The Chair thanked Mr Reid for the informative presentation.

**46 Local Well-being Plan Update. (Verbal)**

Suzy Richards, Sustainable Policy Officer provided an update on progress to date in respect of the development of the Local Well-being Plan.

The plan continued to evolve and be updated following the consultation responses received and the Joint Committee would receive the most up to date iteration of the Plan following this meeting.

Whilst a few responses were still expected imminently from partners, all the responses had been actioned as soon as they had been received. It was noted, however that responses had been disappointingly low compared to previous years.

A workshop had been arranged for 15 February in order that partners could agree the final changes / comments / additions.

Three workshops had taken place. The regional funding would be utilised for the translation of the Plan and an 'Easy Read' version, together with a digital video would also be produced and images and typesetting would be updated. It was agreed that the query regarding the branding could be agreed by all the partners via email.

**47 Performance Framework / Highlight Reports from the 4 Workstreams.**

The Performance Framework / Highlighted reports from the 4 Workstreams were noted.

**48 Support for Public Services Boards 2023-2024 to 2025-2026.**

For Information. However, it was noted that as a decision was required in the next few weeks in response to the letter, further discussions would take place in the workshop scheduled for 15 February.

**49 Future Work Programme.**

The future work programme was noted.

The meeting ended at 4.05 pm

**Chair**



## Minutes of the Swansea Public Services Board Joint Committee

Remotely via Microsoft Teams

Thursday, 27 April 2023 at 3.00 pm

**Present:** A S Lewis (Chair) Presided

Chief Inspector Declan Cahill, South Wales Police (Chief Inspector)  
Amanda Carr, Swansea Council for Voluntary Service  
Craig Flannery, Mid & West Wales Fire & Rescue Service  
Helen Grey, Natural Resources Wales  
Professor Chris Jones, Welsh Government  
Bailie Jones, Mid & West Wales Fire & Rescue Service  
Keith Lloyd, Swansea Bay University Health Board  
Deanne Martin, HM Prison & Probation Service  
Jenny McConnell  
Jeremy Parkhouse  
Keith Reid, Public Health, Swansea Bay University Health Board  
Amy Richmond-Jones, Mid & West Wales Fire & Rescue Service  
Gwynfor Thomas, Mid & West Wales Fire & Rescue Authority  
Mark Wade, Health & Housing Group  
Derek Walker  
Ness Young, Swansea Council

### **Apologies for Absence**

Leanne Ahern, Swansea Council  
Martyn Evans, Natural Resources Wales  
Karen Stapleton, Swansea Bay University Health Board  
Rob Stewart, Swansea Council  
Roger Thomas, Mid & West Wales Fire & Rescue Service  
Emma Woollett, Swansea Bay University Health Board

### **50 Disclosures of Personal & Prejudicial Interest.**

No declarations were made.

### **51 Minutes.**

**Resolved** that the Minutes of the Swansea Public Services Board Joint Committee held on 9 February 2023 be approved as a correct record.

### **52 Public Question Time.**

None.



**53 Introductions - Future Generations Commissioner.**

Derek Walker, Future Generations Commissioner for Wales introduced himself to the Committee, outlining his background, the progress he has made since his appointment, the requirements of the role and how he intended focussing upon outcomes.

He emphasized common themes within public bodies, sharing good practice, PSB's having consistent approaches / frameworks, effective collaboration, collective learning and focussing upon fewer issues but with more depth.

He noted that he would publish his plans in October 2023.

The Committee welcomed the challenge to the public sector, the advocacy and facilitator elements of the role. The consistency of PSB's was also highlighted and the Chair commented that a meeting of PSB Chairs would be a beneficial development.

The Chair thanked the Future Generations Commissioner for attending the meeting.

**54 Local Well-being Plan for Final Approval.**

Ness Young, Interim Director of Corporate Services presented for approval the Swansea Public Services Board Local Well-being Plan 2023-2028.

She highlighted that the Plan had been approved by all the Statutory partners and would be published at the end of the month.

**Resolved** that the Swansea Public Services Board Local Well-being Plan 2023-2028 be approved.

**55 Swansea Public Services Board (PSB) Well-being Plan 2023-24 Action Plan.**

Ness Young provided a report which updated the PSB on the development of the 2023-24 action plan and proposed next steps.

Ness highlighted the 8 steps identified and the individuals who had volunteered to act as Strategic Leads for each of them. Appendix A provided the actions which had been developed as initial drafts by the Strategic Leads in consultation with statutory PSB partners. The actions sought to reflect the content of the Well-being Plan and the assessment which underpinned it.

It was proposed that Strategic Leads would engage the wider PSB membership to continue to work on the actions.

It was also proposed that a Strategic Lead Officers meet to ensure the actions were aligned and connections between them were maximised. Subject to the PSB's agreement, the Strategic Leads Officers would aim to finalise the Action Plan by the end of May to ensure implementation could commence within the first quarter of 2023-24.

It was noted that once the Action Plan was finalised, it was proposed that Strategic Leads report progress on their steps to each formal PSB meeting. Further detailed performance management arrangements would be developed under Step 8 and would be presented to the PSB later in the year.

A proposed timetable and process for developing actions for 2024-25 and beyond would be presented to the PSB at the third quarter meeting in 2023-24.

The Committee commented upon the proposals and the need to avoid duplication / any gaps was highlighted.

**Resolved** that: -

- 1) The comments on the draft 2023-24 action plan at Appendix A be noted.
- 2) Strategic Leads should engage all invited PSB participants and Partnership Forum members to work with them to finalise the plan by the end of May 2023.
- 3) An update report on the action plan as a standing item at future PSB meetings, be agreed.

## **56 Frequency of Meetings / Terms of Reference.**

Ness Young provided a verbal update on the frequency of meetings and terms of reference.

She added that a review of the terms of reference was required. It was noted that future meetings would be held quarterly and highlighted the need to hold informal meetings. Amending the title was also discussed, particularly dropping 'Joint'.

**Resolved** that: -

- 1) Future meetings be held quarterly.
- 2) Informal meetings be held in between quarterly meetings.
- 3) The title be amended to 'Swansea Public Services Board'.

## **57 Partnership Forum.**

The Committee were updated on the following: -

- Population Health Strategy

Keith Reid, Executive Director of Public Health provided an update on the Population Health Strategy (PHS), which was approved by Swansea Bay University Health Board on 31 March 2023.

He outlined the differences the Strategy would make to the work of the Health Board, particularly in showing a clear commitment by the Board in targeting the Marmot

Principles. He highlighted the 4 pillars identified by the Board to support the PHS as follows: -

- 1) Delivery of clinical offer and population health benefits.
- 2) Workforce.
- 3) Behaviour as a corporate entity.
- 4) Behaviour in the partnership space.

He added that the Health Board was working through progressing the Strategy, focussing upon what it can do for its population and how it can work in partnership with other organisations.

- Natural Resources Wales Corporate Plan.

The link to the NRW Corporate Plan, which had been recently approved was shared with the Committee.

The Chair thanked the organisations for their updates.

**58 Future Work Programme:**

The future work programme was provided for information.

**59 Future Meeting Dates:**

The future meeting dates were provided for information.

The meeting ended at 4.00 pm

**Chair**



## Minutes of the **Swansea Public Services Board**

Remotely via Microsoft Teams

Thursday, 13 July 2023 at 1.30 pm

### Present:

Leanne Ahern, Swansea Council  
Gareth Borsden, Swansea Council  
Eve Davies, South Wales Police  
Helen Grey, Natural Resources Wales  
Daniel Jones, Police & Crime Commissioners Office  
Andrea Lewis, Swansea Council  
Alice Puchades, Swansea Bay University Health Board  
Gwynfor Thomas, Mid & West Wales Fire & Rescue Authority  
Roger Thomas, Mid & West Wales Fire & Rescue Service  
Nerissa Vaughan, Swansea Bay University Health Board  
Ness Young, Swansea Council

### Apologies for Absence

Martyn Evans, Natural Resources Wales  
Keith Lloyd, Swansea Bay University Health Board  
Martin Nicholls, Swansea Council  
Keith Reid, Public Health, Swansea Bay University Health Board  
Karen Stapleton, Swansea Bay University Health Board  
Rob Stewart, Swansea Council  
Mark Wade, Swansea Council

### 1 Election of Chair for the Municipal Year 2023-2024.

**Resolved** that Councillor Andrea Lewis, Swansea Council be elected Chair for the Municipal Year 2023-2024.

**Councillor Andrea Lewis, (Chair) Presided**

### 2 Election of Vice Chair for the Municipal Year 2023-2024.

**Resolved** that Roger Thomas, Mid & West Wales Fire & Rescue Service be elected Vice Chair for the Municipal Year 2023-2024.

### 3 Disclosures of Personal & Prejudicial Interest.

No declarations were made.

### 4 Minutes.

**Resolved** that the Minutes of the Swansea Public Services Board Joint Committee held on 27 April 2023 be approved as a correct record.

**5 Public Question Time.**

There were no public questions.

**6 Update on Public Services Board Action Plan.**

Ness Young presented a report that updated the PSB on the development of the 2023-24 action plan and outlined the progress on the steps to date.

She outlined that since the last PSB meeting held on 27th April 2023, the action plan has been finalised and was attached to the circulated report at Appendix A.

Ness Young, Nerissa Vaughan, Roger Thomas and Helen Gray then verbally updated the PSB on the various actions undertaken, desired outcomes that were outlined in the report, along with the milestone dates for achieving the progress on the eight areas identified in the plan, namely

- To support the transformation of Early Year Services in Swansea to provide better support for children to have the best start in life;
- To build on Swansea's 2022 declaration of being a Human Rights City;
- Working towards Swansea's net zero target and nature recovery;
- Making Swansea safer, more cohesive, and prosperous;
- Developing Swansea's Integrated Cultural Offer; (Ness Young to provide the PSB with further detail on action two to clarify if the action was actually RED and if so why)
- To Influence and connect with other governance arrangements across the Swansea Bay region;
- To improve data quality and accessibility across the Swansea Bay region;
- To Develop Swansea PSB performance management arrangements which measure and monitor the PSB's progress

**Resolved** that the Board

- 1) noted the progress made in quarter 1 of 2023-24.
- 2) agreed to receive an update report on the action plan areas and its progress as a standing item at future PSB meetings.

**7 Swansea Public Services Board Terms of Reference.**

Ness Young outlined and detailed the revised and updated terms of reference for the PSB following changes made during the last year for review and approval.

She indicated that the diagram contained within the appendix would require some further minor amendments.

**Resolved** that

- 1) the revised terms of reference be agreed and adopted.
- 2) Ness Young be given delegated authority to amend the diagram contained within the appendix.

**8 Future Work Programme.**

The Forward Work Programme was noted.

The meeting ended at 2.02 pm

**Chair**

# Agenda Item 7



## Report of the Chair of the Scrutiny Programme Committee

Scrutiny Programme Committee – 17 October 2023

### Pre-decision Scrutiny: Oracle Project Closure Process and Transition to New Operating Model

<b>Purpose</b>	This report provides guidance on Pre-decision Scrutiny ahead of consideration of the Cabinet report on: a) Oracle Project Closure Process and Transition to New Operating Model.
<b>Content</b>	This covering report explains the role of the Committee in undertaking Pre-decision Scrutiny.  The actual Cabinet report, which is to be considered by Cabinet on 19 October, is appended.
<b>Councillors are being asked to</b>	<ul style="list-style-type: none"><li>• note the Pre-decision Scrutiny process and role of the Committee</li><li>• consider the Cabinet report and proposals</li><li>• then, agree any views on the proposed decision(s) that are to be raised with Cabinet</li></ul>
<b>Lead Councillor</b>	Councillor Peter Black, Chair of Scrutiny Programme Committee
<b>Report Author</b>	Brij Madahar, Scrutiny Team Leader Telephone: 01792 637257 <a href="mailto:brij.madahar@swansea.gov.uk">brij.madahar@swansea.gov.uk</a>
<b>Legal Officer</b>	Debbie Smith
<b>Finance Officer</b>	Amanda Thomas

#### 1. Introduction

1.1 The Scrutiny Programme Committee will carry out Pre-decision Scrutiny or delegate to relevant Scrutiny Panels, in respect of proposed Cabinet reports as requested.

1.2 A report concerning 'Oracle Project Closure Process and Transition to New Operating Model' is scheduled for decision by Cabinet on 19 October.

The Committee had planned for a discussion on Oracle Fusion Project Implementation, since project go-live date of 1 April 2023. A previous Cabinet report on 'Oracle Project Investment Update'

was also subject to Pre-decision Scrutiny in October 2022. That report sought approval for additional investment in the project to meet unavoidable costs associated with the pandemic and recovery from it. At the conclusion of the Committee Session the Committee called for a report, following implementation of the new system, which provides clarity on total project cost, so that the public have a clearer understanding of the costs, and benefits of the project, to explain the spending of over £10m. It was acknowledged that the actual final cost will not be known until after implementation. The Committee's Scrutiny Letter reflecting on the meeting is **attached**.

1.3 The **attached** Report of the Cabinet Member for Service Transformation (Deputy Leader) on this matter is provided for Pre-decision Scrutiny.

## 2. Role of the Committee

2.1 The purpose of Pre-decision Scrutiny:

- It entitles Scrutiny to discuss proposed Cabinet reports, where a clear recommendation(s) exists, before decisions are taken by the Executive.
- Acting as a 'critical friend', it enables Scrutiny to ask questions about a report to develop understanding and inform and influence decision-making, for example asking about:
  - the rationale for the report
  - robustness of the proposed decision and decision-making process
  - potential impact and implications (including financial, social, economic and environmental impact) and risks
  - how different options have been considered
  - the extent of consultation undertaken
  - implementation and measures of success etc.
- It enables Scrutiny to provide a perspective and report its views and any issues to Cabinet. The Chair, on behalf of the Committee, can attend the Cabinet meeting to share the views of Scrutiny on the report prior to Cabinet decision. This may include giving support, providing other suggestions on the way forward, or flagging up any concerns.
- The views of Scrutiny are required to be formally considered by Cabinet before it makes the decision and feedback should be given including explanation for any rejection of views expressed.

2.2 Lead Cabinet Member(s) have been invited to attend the meeting to present the report and respond to questions, along with relevant officer(s) involved in the development of the report who can assist the Committee and provide appropriate advice.



2.3 The Committee (through the Chair) will write to the Cabinet Member(s) with its views following Pre-decision Scrutiny. The Chair will have the opportunity to attend the Cabinet meeting on 19 October to verbally feedback the Committee's views, conclusions and recommendations about the report, based on the contents of letter.

### **3. Cabinet Response**

3.1 Cabinet must formally consider Scrutiny views at its meeting. It may decide that any issues raised by Scrutiny can be dealt with at the meeting and decision taken. It may decide that more time is needed to consider the views of Scrutiny and defer decision to the next (or a special) meeting of Cabinet.

3.2 The relevant Cabinet Member is expected to write back to the Committee with feedback from Cabinet and should include explanation of any rejection of Scrutiny views.

### **4. Legal Implications**

4.1 In accordance with the Council's Constitution "pre-decision scrutiny gives scrutiny the opportunity to influence Cabinet decision making as a critical friend". "The views of the scrutiny committee are formally presented (either in a written report or verbally by the Scrutiny Chair) to the Cabinet meeting for the Cabinet to consider and inform its decision making".

### **5. Financial Implications**

5.1 There are no specific financial implications raised by this report. Financial implications of the actual Cabinet report(s) are contained within those reports.

**Background Papers:** None

**Appendices:** None



**To/  
Councillor Rob Stewart,  
Cabinet Member for Economy,  
Finance & Strategy (Leader) &  
Councillor Andrea Lewis, Cabinet  
Member for Service Transformation  
(Deputy Leader)**

**BY EMAIL**

cc: Cabinet Members

*Please ask for:  
Gofynnwch am:*

*Direct Line:  
Llinell Uniongyrochol:*

*e-Mail  
e-Bost:*

*Our Ref  
Ein Cyf:*

*Your Ref  
Eich Cyf:*

*Date  
Dyddiad:*

Scrutiny

01792 637257

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SPC/2022-23/2

19 October 2022

Summary: This is a letter from the Scrutiny Programme Committee to the Cabinet Members following the Committee meeting on 18 October 2022. It is about the proposed Cabinet decision on the Oracle Project. A formal written response is not required.

Dear Councillor,

### **Pre-decision Scrutiny of Cabinet Report: Oracle Project Investment Update**

The Scrutiny Programme Committee met on 18 October 2022 to consider the report that you intend to present and recommend to Cabinet on 20 October. We thank you and officers for attending the meeting to present the report and answer questions.

Your Cabinet report provides an update on the Oracle Fusion project and seeks approval for additional investment in the project to meet unavoidable costs associated with the pandemic and recovery from it. It asks Cabinet to approve the revised plan and timeline for the implementation of the Oracle project together with further investment as outlined in paragraph 4.1 of the Cabinet report.

We are writing to confirm our views on the proposed decision for Cabinet to consider before it makes a decision.

**OVERVIEW & SCRUTINY / TROSOLWG A CHRAFFU**  
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You highlighted to the Committee that:

- The transformation project was initiated, as the existing Oracle system was due to become end of life, just as the unforeseen pandemic was about to hit, which consequently has delayed progress in implementation and impacted on costs. Apart from time lost due to sickness related to COVID, council resources were unavoidably diverted to ensure it could get through the pandemic with officers working under pressure to support people and businesses throughout the pandemic.
- This is a multi-organisation project with a global computer technology corporation whose staff and operations have also been affected by the pandemic.
- Most of the additional costs are directly related to the impact of the pandemic, and bring the total additional investment figure required to deliver the project to around £11.2m, including a contingency fund of £500k which remains in place. You reported that £6.1m can be attributed directly to the pandemic and the council's need to manage its impact on employees, individuals, businesses, and communities across Swansea.
- A case is being made to the Welsh Government to meet the £6.1m in extra costs, in line with commitments made to councils about additional expenditure incurred due to the pandemic. This would then bring council spending on the project back in line within the projected budget reported back in 2019.
- The upgrade to the new Oracle Fusion Cloud system will provide a more resilient platform and should have a 10–20 year life.

Several questions were asked at the meeting which were responded to, relating to project delay, concerns around the financial implications, exploration of the specific areas of spending listed in Table 1 (para. 4.1 of the Cabinet report), and reasons for the additional activities stated.

We sought clarification of project investment, considering previous Cabinet reports on the matter which had also been scrutinised by the Committee. In January officers confirmed to us that the additional investment at that time would be just under £8.5m. The latest report indicates that the projected cost is now just under £10.8m plus a £500,000 contingency, that is over twice the estimated £4.8m cost in the September 2019 Cabinet report.

We also asked about the risk of a further escalation of costs given variables reported that may be out of the council's control, for example the timing of the teachers' and local government pay award implementation will add to the complexity of the project and the resources required to complete individual tasks. The nearer the implementation date is to the end of the financial year the higher the risk to the go live date of 1 April 2023. It was explained that any change requests which arise during project implementation would attract an additional charge.

We noted that the project is a top priority for the Service Centre and the Finance Team and plans are in place to manage other business critical activities such as recruitment, debtors and creditors, procurement, and payroll.

### **Committee Feedback**

In the time available to review your report and ask questions, the Committee wish to bring the following to the attention of Cabinet:

- The Committee has some concerns about the increase in overall project costs. Given the potential for further costs (chargeable changes), the council will, for example, need to ensure its review of licences prior to Audit is accurate to avoid additional costs.
- There is concern about the possibility of further overrun in project implementation, which would mean not being able to meet the proposed go-live date of 1 April 2023. Support for the existing Oracle system will finally end June 2023 therefore there is little room for slippage.
- There is some doubt whether the Welsh Government will cover the £6.1m reported as additional costs due to the pandemic, and if and when this will be considered. We understand that to date they have refused to meet additional ICT costs incurred as a result of COVID.
- The Cabinet report is about additional investment. The Committee would like a report, following implementation of the new system, which provides clarity on total project cost, so that the public have a clearer understanding of the costs, and benefits of the project, to explain the spending of over £10m. It is acknowledged that the actual final cost will not be known until after implementation.

I will attend the meeting on Thursday to address Cabinet with the feedback from Scrutiny, as contained in this letter.

### **Your Response**

We hope that you find the contents of this letter helpful. No response is required unless there are any material changes to the report and/or variation to the recommendation/proposed Cabinet decision, which the Committee should be alerted to.

Yours sincerely,



### **COUNCILLOR PETER BLACK**

Chair, Scrutiny Programme Committee

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## Report of the Cabinet Member for Service Transformation

Cabinet – 19 October 2023

### Oracle Project Closure Process and Transition to New Operating Model

<b>Purpose:</b>	To provide an update on the end of the Oracle Fusion system implementation. The system is now live therefore the project will soon be closing and transitioning into the new Oracle operating model.
<b>Policy Framework:</b>	Digital Strategy 2023-28 Transformation & Financial Resilience well-being goal within the Corporate Plan Successful and Sustainable Swansea
<b>Consultation:</b>	Access to Services, Finance, Legal.
<b>Recommendation(s):</b>	It is recommended that Cabinet:  1) Approves the £500,000 contingency budget for the project to remain in the earmarked Oracle Reserve to be used for the pending change requests from services and any additional in-year licence costs following review.  2) Notes Oracle activities will be transitioning from the project into the new permanent operating model.
<b>Report Authors:</b>	Sarah Lackenby
<b>Finance Officer:</b>	Ben Smith
<b>Legal Officer:</b>	Debbie Smith
<b>Access to Services Officer:</b>	Rhian Millar

## 1. Background to the Project

- 1.1 In September 2019, Cabinet approved the upgrade of the Council's Enterprise Resource Planning (ERP) System<sup>1</sup> Oracle R12.1 to Oracle Fusion Cloud at an estimated cost of £4.8 million because the Oracle R12.1 system was due to become end of life. The project was scheduled to be implemented within one year and to go live in November 2020.
- 1.2 However, at the end of March 2020 the Council went into business continuity mode because of the COVID19 pandemic. A key part of this was the Council's emergency response to support residents and businesses across a range of service interventions including significant financial support. Some of these interventions were also delivered on behalf of Welsh Government, e.g. grants. This work was intensive, not only during the lockdown periods but for eighteen months afterwards, with the impact and backlog of work still being felt even now.
- 1.3 The impact of the pandemic delayed the project in different ways over the subsequent three years:
  - Staff were diverted onto emergency support for residents and businesses at the start of the pandemic, therefore in November 2020 Cabinet agreed a revised go-live date of October 2021. The associated risks of the R12.1 system coming to an end were mitigated by Oracle extending support.
  - Lockdowns continued during 2021, diverting staff to the emergency response, therefore in January 2022 Cabinet agreed a revised go-live date of October 2022.
  - However, during 2022 each phase of the project was delayed by new unforeseen and inescapable work related to the pandemic (e.g., cost of living payments, payments to carers) and staff sickness related to COVID19 and staff vacancies. In particular, the rate of progress in respect of the testing phase far exceeded timescales despite additional measures to improve the pace, e.g. Oracle writing test scripts and undertaking some of the testing. Therefore, in October 2022 Cabinet agreed a revised go-live date of April 2023, which was successfully delivered.
- 1.4 Our system implementation partner was Infosys. In addition, to help mitigate the impact of the pandemic on the project the Council procured support from the Society for Innovation, Technology and Modernisation (Socitm) to provide specialist support for key roles, e.g., testing and reports co-ordination, project management. Support was also procured from Oracle to provide system advice, guidance, and support to services on key

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<sup>1</sup> The ERP system provides the following council back-office functions: finance, accounts payable, accounts receivable, payroll, HR, and capital project management

activities such as testing. However, like the council, external partners also experienced COVID related staff absences and turnover which also impacted the project timeline.

1.5 The system successfully went live in April 2023 with payroll and pensions running accurately. There were some critical post go-live issues, primarily relating to interfaces with other Council systems. These are now mostly fixed, except for the Pensions and Central Transport Unit system integrations, which will be going live into production shortly. Once these critical issues have been resolved the project will close and move into the new permanent operating model.

1.6 In the first few months after the system went live there were around 2,000 reported incidents, with 40% relating to 'how to' questions, 30% were technical faults, 17% were relating to role access mainly absence management and purchasing approvals, and 13% related to log-in issues. Very few incidents (on average around 9 per day) are now being reported as the system stabilises.

## 2. Deliverables

### 2.1 Delivery of the Objectives

2.1.1 The main driver for the Oracle Fusion project was to reduce risk, as the previous R12.1 system would become end of life and unsupported by Oracle. The new system is resilient and secure which helps to mitigate cyber and ICT Disaster recovery risks on the corporate risk register.

2.1.2 There was a range of other opportunities for improvement as a result of moving to the cloud system which have been achieved. The table below maps the original project objectives with examples of how they have been met. Further examples are listed in the benefits at point 2.2.2.

Original Objectives	What has been delivered
To upgrade the system to make it current and compliant; thus, ensuring sustained support and continuity complying with all security parameters, including disaster recovery.	<ul style="list-style-type: none"> <li>• 13 modules have been delivered covering HCM (Core HR, Learn, Talent), Finance (AP, AR, GL, Cash management, Procurement), Supply Chain Management (OTL, Projects, Inventory) and Payroll (Payroll, Expenses)</li> <li>• Each module has been configured, tested, populated with data and released into live running</li> <li>• The previous Oracle 12.1 database was also successfully migrated into the cloud infrastructure to provide stability and resilience for archived data</li> <li>• Oracle Fusion is secure, fast, and resilient with disaster recovery from Oracle</li> </ul>

Original Objectives	What has been delivered
To comply with the latest legislative and statutory changes including Making Tax Digital and Teachers' Pensions.	<ul style="list-style-type: none"> <li>• Any new legislative updates are now automatically included in the quarterly patches.</li> </ul>
To improve the business processes being used in the Council, and bring significant productivity savings	<ul style="list-style-type: none"> <li>• The benefits tracker has identified 156 process changes as a result of implementing Oracle Fusion</li> <li>• Two examples of process improvements include: <ul style="list-style-type: none"> <li>○ Invoice users are now able to run their own Dispute and 60 Day Debt reports. This means services can be proactive in debt monitoring and management. Reports can also be exported into Excel and other formats if required</li> <li>○ New processes reduce the risk of duplicate suppliers and reduce the risk of invoices paid in error</li> </ul> </li> </ul>
To provide better decision-making capabilities by introducing real-time, faster and self-service reporting dashboards	<p>Examples include:</p> <ul style="list-style-type: none"> <li>• Self-service reports which run within seconds</li> <li>• Reports around who has completed mandatory training</li> <li>• Financial monitoring reports and smartview functionality so that the general ledger team can interrogate accounts without needing to run complex reports</li> <li>• Easier National Fraud Initiative reporting by payroll</li> </ul>
To reduce the redundancies, remove person dependencies and to improve auditability by automating and consolidating business processes	<p>Examples include:</p> <ul style="list-style-type: none"> <li>• The learn module where the system automatically enrolls self service employees on mandatory training saving managers' time</li> <li>• Various notifications informing of new hires, change to employee records etc, so the workforce team no longer need to complete time consuming SW1 forms</li> <li>• The Lifeline interface automatically splits direct debit invoices into instalments, which was previously a manual task</li> <li>• Further automation of absence pay so that Teachers' and non-Teachers sick pay and parental leave are all automated</li> <li>• Company Single Sign-on so staff do not have re-enter passwords</li> <li>• Seamless cross functional access for the general ledger team, e.g. easy access to payables,</li> </ul>



Original Objectives	What has been delivered
	receivables and the general ledger as well as easily switching between services and pensions data access sets <ul style="list-style-type: none"> <li>• One-time set-up of commonly used general ledger combinations enables quick access later when needed</li> </ul>
To provide a smooth transition to the upgraded system and to minimise business impact	A significant amount of communication and engagement was undertaken in the lead-up to go-live including: <ul style="list-style-type: none"> <li>• Oracle Fusion champions identified in each service and a change network established (34 change agents onboarded, 12 sessions held, including launch, readiness updates and Q&amp;As)</li> <li>• 80 end user guides and 117 how to videos were produced and well used by staff over the go-live period</li> <li>• 19 key user guides produced</li> <li>• Key User Training sessions delivered by Infosys including to the Oracle Support Team</li> <li>• Business readiness group established (15 meetings held + 10 change updates)</li> <li>• Readiness Assessments undertaken (2 key user surveys undertaken, a general ledger user survey analysed)</li> <li>• Stakeholder management meetings delivered including DMT briefings (10 DMTs attended, two per directorate)</li> <li>• Change Impact Assessment undertaken</li> <li>• Benefits Tracker established (63 Benefits identified)</li> </ul>

## 2.2 Realising the Benefits of the new System

2.2.1 Benefits take time to come to fruition, sometimes many years after a project has been completed. A benefits tracker has been developed alongside service leads which will be regularly updated and monitored through the new Oracle governance arrangements. 63 benefits have been identified and these will continue to be monitored.

2.2.2 Examples of benefits and improvements already achieved include:

- A secure and resilient system is now implemented
- A more user-friendly and modern interface for staff
- The goals and performance module enables the Council to directly link corporate plan well-being objectives into personal objectives for staff

and Councillors. In addition, managers can mass assign corporate goals and upload performance reviews for staff with access to self-service

- The Learn module enables the Council to report on the completion of mandatory training courses, including Health and Safety. In addition, Fusion provides access to all learning, even for staff who do not have Fusion self-service. The system also allows for 'learning initiatives' for cohorts of staff undertaking service specific training
- In the accounts receivable module invoice users have greater self-service capability, able to run their own dispute letters
- In the accounts payable module data import improvements reduce the number of invoice entries in the general ledger and also removes the need to manually create journals
- Manual processes around creating supplier records and transactions have also been reduced
- Payroll can record comments against payments, which in turn supports the Service Centre helpdesk with faster query resolution
- Supplier records have been cleansed which reduces the risk of supplier duplicate payments. Maintenance of these records has been improved by the introduction of "One Time Supplier" functionality
- Introduction of a new bank database which has allowed Accounts Payable interfaced invoices to be paid electronically without manual intervention.

### **3. Closing the Project and Future Development**

- 3.1 The project is close to resolving two remaining post go-live issues and once these are complete the project will close, and management of the system will move into the new Oracle operating model. It should be noted that although the project is closing, any new issues or changes required will be addressed as a priority by the new Oracle operating model. The project was established for initial implementation only.
- 3.2 The previous project board will be replaced by a Fusion Change Board going forward, which will comprise service leads from across the Council. This new board will oversee and approve any changes or new developments to the system as well as the quarterly patch releases from Oracle.
- 3.3 A new operating model has been developed as part of the project and this is currently transitioning into place. This includes different roles within the Oracle Support Team within Digital Services alongside the Oracle support contract.
- 3.4 A review will be documented once the project has been fully closed and internal audit will audit the project. This will also be the first year of external audit reviewing internal controls of the new system as part of their work to audit the Council's statement of accounts.

3.5 Advice provided by Oracle and all the suppliers involved in the implementation indicates this is only the beginning of the Oracle Fusion journey. Oracle will constantly develop and evolve the system, some based on recommendations directly from the public sector user group. In addition, the Council will work to maximise the new functionality within Fusion to improve business processes and operational efficiency.

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

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

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

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

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

4.4 An IIA Screening Form has been completed (Appendix A) with the agreed outcome that a full IIA report was not required: The summary of impacts has been categorised as low. Whilst this is core business system for the Council it is an internal system and the impact on specific groups is low.

4.5 With regard to involvement this is all internal to the Council. Key internal users have been involved in the project, key stakeholders were identified

at an early stage and a change team delivered communication, engagement, training and development as part of roll out.

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

4.7 The risks surrounding the project are considered low as the system is now live.

4.8 With regard to the cumulative impact of the project, there will continue to be changes to processes and ways of working as Oracle Fusion develops. However, these changes are internal and would be considered as overall improvements.

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

- The upgrade of the Council's ERP system means core processes will more effectively support frontline services in the longer term
- The upgrade changes ways of working and provides a more resilient platform therefore reducing / preventing the risk of downtime
- Oracle is used by other public sector providers, which aids any future integration
- Key users and stakeholders will continue to be actively involved in the development of the system.

## **5. Financial Implications**

5.1 In September 2019 Cabinet approved an Oracle Fusion project budget of £4.8 million. However, from March 2020 onwards the project was severely impacted by the pandemic and its aftereffects as staff were diverted to support residents and businesses.

5.2 Delays to the project led to increased cost where suppliers were spending longer on activities, staff secondments and honoraria were extended, support of the old system had to be extended, and licence costs increased over time.

5.3 Cabinet approved extensions to the project in November 2020, January 2022 and October 2022 as well as a total of £12.315 million specific project funding (including a £500,000 contingency). In addition, during the testing phase of the project £880,000 was spent from Finance and Digital base budgets (in line with Finance Procedure Rules), to fund additional temporary staff resources so that vital pandemic and business as usual work in Finance and the Service Centre was not adversely impacted.

- 5.4 It is forecast the project budget will be spent, with the exception of the £500,000 contingency fund. £6.1 million of the total project cost is attributable to the unavoidable delays as a direct result of the COVID19 pandemic and the Council's need to manage its impact on the employees, individuals, businesses and communities of Swansea. A case was made to the Welsh Government to meet these costs but unfortunately this was unsuccessful.
- 5.5 Now the system is live this is only the start of the Oracle Fusion cloud journey. Services have already submitted change requests to take advantage of the new Fusion functionality to improve operational efficiency and automate manual back-office processes. The final cost of these changes is not known at this stage as each request requires a written specification and analysis. It is recommended that the £500,000 contingency remains in the Oracle Reserve to fund these change requests. Examples of these changes include:
- New reports for the inventory, projects, payroll, Oracle Time and Labour, and Accident Reporting areas to improve operational efficiency
  - A new process around e-invoicing following recent changes from Welsh Government
  - New interfaces for Early years Childcare
  - More information to support Performance & Financial Monitoring meetings by Directorates.
- 5.6 In addition, there will be changes to Oracle licencing which is likely to incur additional costs. Oracle is supporting the Council with the review of licences. It is recommended any subsequent additional current year licence costs are also funded from the contingency to be held in the Oracle Reserve. Future costs and funding options will form part of budget setting for 2024-25 onwards.
- 5.7 At the start of the project Audit Wales recommended capital receipts were not used, therefore additional capital equalisation reserve was utilised, which was reported through the Director of Finance / Section 151 Officer routine quarterly budget monitoring reports to Cabinet. Capital and revenue budgets were re-aligned each year in accordance with the new timescales and different accounting years applied.
- 5.8 During the first extension Infosys absorbed their additional costs. Over the life of the project all suppliers have contributed expertise above and beyond their contracts, to deliver the project.

## **6. Legal Implications**

- 6.1 The various contracts providing the supplies and services required to deliver this project have been the subject of a range of procurement processes governed by the Public Contracts Regulations 2015.

**Background Papers:** None

**Appendices:**

- Appendix A IIA Screening
- Appendix B Final Financial Implications

# Appendix A - Integrated Impact Assessment Screening Form

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

## Which service area and directorate are you from?

Service Area: Digital and Customer Services

Directorate: Corporate Services

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

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

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

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

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

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

## Appendix A - Integrated Impact Assessment Screening Form

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

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

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

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

Business owners, leads and resources from across the Council have worked on the Oracle project.

**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...)**

<b>High risk</b> <input type="checkbox"/>	<b>Medium risk</b> <input checked="" type="checkbox"/>	<b>Low risk</b> <input type="checkbox"/>
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**Q6 Will this initiative have an impact (however minor) on any other Council service?**  
 Yes                       No                      **If yes, please provide details below**



## Appendix A - Integrated Impact Assessment Screening Form

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

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

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

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

### **Outcome of Screening**

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

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

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

With regard to involvement this is all internal to the Council. Key internal users have been involved in the project, key stakeholders were at an early stage and a change team delivered communication, engagement, training and development as part of roll out.

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

- The upgrade of the Council's ERP system means core processes will more effectively support frontline services in the longer term
- The upgrade changes ways of working and provides a more resilient platform therefore reducing / preventing the risk of downtime
- Oracle is used by other public sector providers, which aids any future integration
- Key users and stakeholders are actively involved in the delivery and implementation of the project.

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

The risks surrounding the project are considered low as the system is now live.

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

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

## Appendix A - Integrated Impact Assessment Screening Form

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: 6<sup>th</sup> September 2023</b>
<b>Approval by Head of Service:</b>
<b>Name: Ness Young</b>
<b>Position: Director of Corporate Services</b>
<b>Date: 25<sup>th</sup> September 2023</b>

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

**FINANCIAL IMPLICATIONS : SUMMARY**

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

<b>1. CAPITAL COSTS</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>TOTAL</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>			<b>£'000</b>
<u>Expenditure</u>						
Implementation - development of assets	100	517	80	84	30	811
<b>EXPENDITURE</b>	<b>100</b>	<b>517</b>	<b>80</b>	<b>84</b>	<b>30</b>	<b>811</b>
<u>Financing</u>						
Capital / Capital Equalisation Reserve	100	517	80	84	30	811
<b>FINANCING</b>	<b>100</b>	<b>517</b>	<b>80</b>	<b>84</b>	<b>30</b>	<b>811</b>

<b>2. REVENUE COSTS</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>TOTAL</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<u>Service Controlled - Expenditure</u>						
Backfill and resources	226	324	518	433	410	1,911
New licences and framework	277	757	766	863	456	3,119
Integration	0	36	60	12	48	156
Implementation	112		112	0	97	321
Infosys Extension			175	218	1,448	1,841
ORACLE Additional resources			264	829	11	1,104
SOCITM Additional Resources			400	1,025	297	1,722
Hays Additional Resources				60	290	350
Implementation - transformation and working with services to change processes	280	401	122	281	108	1,192
Other (printing, postage, insurances)		1	2	3	4	10
Contingency					500	500
Additional resources in Services		158				158
<b>EXPENDITURE</b>	<b>895</b>	<b>1,677</b>	<b>2,419</b>	<b>3,724</b>	<b>3,669</b>	<b>12,384</b>
<u>Financing</u>						
Capital Equalisation Reserve	445	799	1,590	0	2,069	4,903
ICT Oracle Reserve E2843				1,811		1,811
Digital Revenue Contribution - cc 33001	450	450	329	303		1,532
Oracle Revenue - cc 31007		270				270
Revenue Accounts - Service Centre / Digital Services		158				158
Finance Underspend			500	366		866
Digital Revenue Contribution - cc 33022				14		14
Fusion Licence Budget -31007				330		330
Digital Development Fund Reserve				900	1,600	2,500
<b>FINANCING</b>	<b>895</b>	<b>1,677</b>	<b>2,419</b>	<b>3,724</b>	<b>3,669</b>	<b>12,384</b>

<b>3. TOTAL EXPENDITURE</b>						
<b>TOTAL: Financing</b>	<b>995</b>	<b>2,194</b>	<b>2,499</b>	<b>3,808</b>	<b>3,699</b>	<b>13,195</b>
<b>TOTAL: Purchase and Implement ERP</b>	<b>995</b>	<b>2,194</b>	<b>2,499</b>	<b>3,808</b>	<b>3,699</b>	<b>13,195</b>

# Agenda Item 8



## Report of the Chair of the Scrutiny Programme Committee

Scrutiny Programme Committee – 17 October 2023

### Scrutiny Performance Panel Progress Report

<b>Purpose</b>	The Committee is responsible for managing the overall work of scrutiny and its effectiveness. Performance Panel conveners will regularly provide a progress report, updating the Committee on headlines from their Panel's work and impact.
<b>Content</b>	This report focuses on the following Performance Panel: a) Education
<b>Councillors are being asked to</b>	<ul style="list-style-type: none"><li>• Ensure awareness and understanding of the work of the Panels</li><li>• Consider their effectiveness and impact</li><li>• Consider any issues arising and action required</li></ul>
<b>Lead Councillor(s)</b>	Councillor Lyndon Jones (Panel Convener)
<b>Lead Officers &amp; Report Author</b>	Michelle Roberts E-mail: <a href="mailto:scrutiny@swansea.gov.uk">scrutiny@swansea.gov.uk</a>
<b>Legal Officer:</b>	Debbie Smith
<b>Finance Officer:</b>	Amanda Thomas

#### 1. Introduction

- 1.1 There are five Performance Panels which have been established by the Committee. Whilst the work of an Inquiry Panel leads to the production of a final report with conclusions and recommendations for Cabinet based on evidence gathered on a specific issue, the work of a Performance Panel represents regular monitoring of, and challenge to, particular services / service areas and issues.
- 1.2 Performance Panels are expected to have on-going correspondence with relevant Cabinet / lead members in order to share views and recommendations, arising from monitoring activities, about the performance of services and service delivery.
- 1.3 The Committee is responsible for managing the overall work of Scrutiny and its effectiveness. Performance Panels Conveners will therefore provide a regular progress report to the Committee to enable:

- a discussion on the work of each Panel, achievements, effectiveness and impact
- the Committee to consider any issues arising from Panel activities which may have an impact on the overall scrutiny work programme
- awareness amongst the Committee as well as visibility across the council and public.

1.4 This report is about the following Performance Panel:

Education – this is an update on work carried out since June 2023.

To focus the discussion a short, written report has been provided by the Convener and is ***attached***. This includes a summary of Panel activities, correspondence between the Panel and relevant Cabinet Members, recommendations and impact.

1.5 The Education Panel involves the following members:

**Labour Councillors: 4**

Adam Davis	Beverley Hopkins
Fiona Gordon	Yvonne Jardine

**Liberal Democrat/Independent Councillors: 3**

Mike Day	James McGettrick
Susan Jones	

**Conservative Councillors: 3**

<b>Lyndon Jones (CONVENER)</b>	Angela O'Connor
Francesca O'Brien	

**Uplands Councillors: 1**

Sandra Joy	
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**Statutory Co-opted Members: 2**

Beth Allender	Parent Governor Representative
Dr. Elizabeth Lee	Parent Governor Representative

**2. Legal Implications**

2.1 There are no specific legal implications raised by this report.

**3. Financial Implications**

3.1 There are no specific financial implications raised by this report.

**Background Papers:** None

**Appendices:**

Appendix 1 – Scrutiny Performance Panel Update

## Education Scrutiny Performance Panel – SPC Update

### 1. Remit of the Panel

The overarching purpose of the Panel is to provide ongoing challenge to school's performance to ensure that *pupils in Swansea are receiving high quality education and the authority is meeting its objectives in relation to improving school standards and pupil attainment.*

### 2. Key Activities

The Panel is currently meeting on a monthly basis and the work completed since June 2023 includes:

Meeting	Topic(s)
15 June 2023	<ol style="list-style-type: none"> <li>1. Additional Learning Needs Reform Update (watching brief item)</li> <li>2. New Curriculum for Wales Update (watching brief item)</li> <li>3. Estyn Inspection – progress with recommendations</li> <li>4. Key issues affecting education and discussion of work plan for education scrutiny for 2023-2024.</li> </ol>
13 July 2023	<ol style="list-style-type: none"> <li>1. Managing and improving school attendance</li> <li>2. Managing and Improving school exclusions.</li> </ol>
14 Sept 2023	<ol style="list-style-type: none"> <li>1. Looked after children, support and progress in school</li> <li>2. Following up on the 10 Cabinet Development Committee recommendations</li> <li>3. Feedback on Partneriaeth Scrutiny Councillor Group meeting on 19 June 2023.</li> </ol>

### 3. Achievements / Impacts

Three letters to the Cabinet Member for Education and Learning have been sent since our first meeting this Municipal year in June/July and September, these have given the Panels views and raised any concerns. Some of these issues discussed include:

#### ***Additional Learning Needs Reform***

We heard that the ALNET Strategy has been reviewed and finalised, with a new strategy drafted that aligns to the regional strategy with outstanding actions being transferred to the new strategy. It now covers the period 2022 to 2027 and has 4 priority areas: Schools, Post 16, Collaboration and Early years.

We heard about the successes and the challenges being experienced. The Panel noted that despite the Welsh Government's wish to establish a less adversarial system the council has seen an increase in the number of requests for tribunals and that this has placed pressure on services and has highlighted a need for an internal review into processes and procedures to ensure there is appropriate level of resource.

We were pleased to hear that extensive work is underway to moderate, quality assure and support schools to achieve a consistent, equitable offer to all learners. Also, that collaboration with the local health board is strengthening with a productive partnership developing. We asked about post-16 education and whether we ensure that the organisations that deliver services are fulfilling their roles effectively. We heard that the work is done with our key delivery partners to ensure they are as strong as they can be to deliver what is required and this is being done in a joined-up manner.

### ***The Introduction of the New Curriculum for Wales***

We asked whether teaching staff were getting enough support and whether schools are taking all staff on the journey with them. We heard about what is being seen on the ground which is including distributive leadership across schools and staff are working collaboratively. So, it is not just head teachers and senior leadership team alone driving this work but teams within the schools taking it forward.

### ***Improving School Attendance***

We were encouraged to see the slight improvement in the school attendance figures, so far in this academic year and would expect this to continue with the introduction of the new absence policy and the securing of the right support and interventions.

### ***Improving School Exclusion rates***

We recognised the importance of Local Area Co-ordinators working in communities and asked how they may be involved in both improving school attendance and reducing school exclusion, for example, in their role talking to parents/families. We asked the Cabinet Member via letter how Local Area Co-ordinators will engage with this process.

The Panel heard from the Cabinet Member that the Local Area Co-ordinators (LACs) support families by giving them a voice, helping them make new connections within the community and 'walking with them' when they most need it. Therefore, there could be a number of ways in which the LACs could work with families relating to the issues of school attendance and exclusion. Strategic collaboration has taken place between the Tackling Poverty Service manager, Local Area Coordination Implementation Manager and Education Officers. All officers are keen to work together to ensure families are supported when needed.

### ***Looked after Children's Education support and progress***

The Panel were pleased to hear that a child's access to appropriate education should not be determined by their personal circumstances, and the Council's recently agreed Inclusion Strategy aims to drive equity of experience by removing barriers to education for vulnerable pupils, including those who are looked after. We also heard that children and young people in care have personal education plans and the intention is for the child's voice to be captured in them. Also, that all schools in Swansea have a designated teacher and governor for looked-after children.

The Panel were particularly pleased to hear that all looked-after year 11 pupils, who were in mainstream school, educated at home or in a pupil referral unit, went on to further education, employment or training last year. We were interested to explore how their progress post-year 11 was then monitored, hearing that the new Swansea Virtual School will help to do this more effectively.

### **Partneriaeth**

The Convener of the Panel who is also the Chair of the Partneriaeth Scrutiny Councillor Group updated the Panel on progress with regard to the regional partnership.

The Councillor Group in June spoke to both the Chair of the Partneriaeth Joint Committee and Directors from each of the local authorities in order to provide reassurance that Partneriaeth is operating according to the Legal Agreement, its Business Plan and that its timetable is being managed effectively. The Group found it to be a positive picture at this juncture saying in their letter to the Chair of the Joint Committee '*we were pleased to hear that everyone had a positive picture of Partneriaeth, whilst recognising that many challenges do still exist for both them and each of the three local authorities. From this discussion, we felt reassured that Partneriaeth is operating in accordance with the Legal Agreement, its Business Plan and that its timetable is being managed effectively.*'

#### **4. Education Scrutiny Performance Panel - Future Work Programme 2023/24**

<b>Meeting</b>	<b>Topic(s)</b>
19 Oct 2023	School Session and Visit 1 – Gorseinon Primary School (to look at progress with the Schools Development Plan and their Estyn Inspection recommendations)
23 Nov 2023	<ul style="list-style-type: none"><li>• Reducing disadvantage in school, including pupil development grant spend, roll out for free school meals, cost of school day and uniform.</li><li>• School Improvement Service Update</li><li>• Cookery in Schools</li></ul>
14 Dec 2023	Annual Education Performance and Cabinet Member Q&A
18 Jan 2024	Introducing the New Curriculum for Wales (a meeting with a secondary school Headteacher and it cluster of primary heads teachers)
Feb 2024 tba	Annual Budget as it relates to education matters
14 Mar 2024	Schools Session and Visit 2 – Bishopston Comprehensive School (To look at progress with the Schools Development Plan)
18 Apr 2024	<ul style="list-style-type: none"><li>• Hearing the Voices of Children and Young People</li><li>• Education Other Than At School (EOTAS) Update</li></ul>
9 May 2024	<ul style="list-style-type: none"><li>• Quality in Education (QEd) / Sustainable Communities for Learning Update</li><li>• Swansea Skills Partnership Annual Update</li><li>• End of year review in Education Scrutiny</li></ul>



# Agenda Item 9



## Report of the Chair of the Scrutiny Programme Committee

Scrutiny Programme Committee – 17 October 2023

### Membership of Scrutiny Panels and Working Groups

<b>Purpose:</b>	The Scrutiny Programme Committee is responsible for appointing members and conveners to the various Scrutiny Panels / Working Groups that are established. This report advises of relevant matters that need to be considered.
<b>Content:</b>	This report is provided to facilitate any changes that need to be made.
<b>Councillors are being asked to:</b>	agree the membership of Panels and Working Groups reported, and any other changes necessary.
<b>Lead Councillor:</b>	Councillor Peter Black, Chair of the Scrutiny Programme Committee
<b>Lead Officer &amp; Report Author:</b>	Brij Madahar, Scrutiny Team Leader Tel: 01792 637257 E-mail: <a href="mailto:brij.madahar@swansea.gov.uk">brij.madahar@swansea.gov.uk</a>
<b>Legal Officer:</b>	Debbie Smith
<b>Finance Officer:</b>	Amanda Thomas

#### 1. Introduction

- 1.1 In accordance with Council report 18 October 2012, when current Scrutiny arrangements were agreed, the Scrutiny Programme Committee is responsible for appointing members and conveners to the various Scrutiny Panels / Working Groups that are established.

#### 2. New Scrutiny Panels / Working Groups

- 2.1 The Committee is asked to agree the membership of the Community Assets Scrutiny Inquiry Panel as follows, with Cllr Stuart Rice as Convener:

## Community Assets Scrutiny Inquiry Panel (12)

### Labour Councillors: 3

Joe Hale	Yvonne Jardine
Victoria Holland	

### Liberal Democrat/Independent Councillors: 5

Wendy Fitzgerald	Michael Locke
Chris Holley	Cheryl Philpott
Sue Jones	

### Conservative Councillors: 1

Will Thomas	
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### Uplands Councillors: 3

Allan Jeffery	<b>Stuart Rice (CONVENER)</b>
Sandra Joy	

2.2 Interest is still being sought for the Community Growing Working Group and will be reported for agreement in due course.

### 3. Revision to Existing Scrutiny Panel / Working Group Membership

3.1 The following changes to existing Panels / Working Groups is also proposed:

- Child & Family Services Performance Panel – REMOVE Councillor Cheryl Philpott

### 4. Guiding Principles

4.1 When determining membership / conveners or agreeing any changes there are some key considerations for the Committee:

- It is necessary for more than one political group to be represented on each Panel / Working Group.
- These bodies also need to be of a manageable size in terms of team working and effective questioning.
- To ensure that all political groups have opportunities and are engaged.
- Good scrutiny practice places emphasis on respect for minority party wishes around both chairing of such bodies and the work programme.
- Being fair and balanced in the appointment of conveners, when there is interest from more than one councillor, e.g., giving opportunity to those who have not acted as convener previously.
- The Committee should reflect on the existing 'balance' of conveners to help inform future appointments.
- A minimum of three members should be present at all Panel / Working Group meetings.

**5. Legal Implications**

5.1 There are no specific legal implications raised by this report.

**6. Financial Implications**

6.1 There are no specific financial implications raised by this report.

**Background Papers:** None

**Appendices:** None

# Agenda Item 10



## Report of the Chair of the Scrutiny Programme Committee

Scrutiny Programme Committee – 17 October 2023

### Scrutiny Work Programme

<b>Purpose</b>	This report shows the agreed Scrutiny Work Programme for 2023/24, which the Committee is responsible for monitoring.
<b>Content</b>	The agreed work programme is attached, which shows the topics that will be examined by Scrutiny through various Panels and Working Groups. A plan for future Committee meetings is also attached.
<b>Councillors are being asked to</b>	<ul style="list-style-type: none"><li>• plan for the Committee meetings ahead</li><li>• consider opportunities for pre-decision scrutiny</li><li>• review the Scrutiny Work Programme (including progress of current Panels and Working Groups)</li></ul>
<b>Lead Councillor</b>	Councillor Peter Black, Chair of the Scrutiny Programme Committee
<b>Lead Officer</b>	Tracey Meredith, Chief Legal Officer
<b>Report Author</b>	Brij Madahar, Scrutiny Team Leader Tel: 01792 637257 E-mail: <a href="mailto:brij.madahar@swansea.gov.uk">brij.madahar@swansea.gov.uk</a>
<b>Legal Officer:</b>	Debbie Smith
<b>Finance Officer:</b>	Amanda Thomas

#### 1. Introduction

1.1 The Scrutiny Programme Committee is responsible for developing the Council's Scrutiny Work Programme and managing the overall work of scrutiny to ensure that it is as effective as possible.

1.2 A report is provided to each meeting to enable the Committee to maintain an overview of agreed Scrutiny activities, monitor progress, and coordinate work as necessary.

1.3 The broad aim of the Scrutiny function is to engage non-executive councillors in activities to:

- provide an effective challenge to the executive
- help improve services, policies, and performance

- engage the public in its work
- 1.4 The Scrutiny Work Programme is guided by the overriding principle that the work of Scrutiny should be strategic and significant, focussed on issues of concern, and represent a good use of time and resources.

It also needs to be:

- manageable, realistic and achievable given resources available to support activities
  - relevant to Council priorities
  - adding value and having maximum impact
  - coordinated and avoids duplication
- 1.5 The work of Scrutiny is undertaken primarily in three ways – through the Committee itself, by establishing informal Panels (for in-depth activities) or via one-off Working Groups. Panels and Working Groups would be open to all non-executive Councillors - the Committee will determine membership and conveners following expressions of interest.
- 1.6 Scrutiny will regularly send letters to Cabinet Members communicating findings, views and recommendations for improvement and, where appropriate, by producing reports. Inquiry panels will always produce a final report at the end of the inquiry with conclusions and recommendations for Cabinet (and other decision-makers), informed by the evidence gathered. Inquiry panels will reconvene to follow up on the implementation of agreed recommendations and the impact of their work – usually 6-12 months following cabinet decision.
- 1.7 Although much of the work of Scrutiny is carried out by informal Panels and Working Groups these meetings are accessible to the public. Agendas, reports and letters relating to all such scrutiny activities are published, in the same manner as the committee, on the Council's modern.gov online platform:

<https://democracy.swansea.gov.uk/ieDocHome.aspx?bcr=1&LLL=0>

## **2. Scrutiny Work Programme 2023/24**

- 2.1.1 Following discussion at the Committee meeting on 18 July the agreed Scrutiny Work Programme for 2023/24 is set out in **Appendix 1**.
- 2.1.2. The following paragraphs break down the work programme by specific ways of working to provide a brief overview.
- 2.2 Scrutiny Programme Committee:
- 2.2.1 The Committee work plan for the year ahead is attached as **Appendix 2**. This should be kept under constant review to ensure it represents a robust, manageable, and effective plan.

2.2.2 Committee members should always review and confirm items for the next and future meetings considering who should attend and confirm expectations so that meetings are always well planned and prepared for, e.g., information required and key questions that the Committee wishes to ask.

2.2.3 The main item(s) scheduled for the next Committee meeting are:

14 November:

- **Annual Corporate Safeguarding Report** - this is a standing annual item within the Committee work plan, enabling the Committee to review corporate safeguarding arrangements and comment on progress, achievements, and implementation of policy. It is not specifically about the work of social services, but of the wider efforts of the Council to make safeguarding everyone's business. Councillor Louise Gibbard, Cabinet Member for Care Services will attend, along with lead officer(s) will report to the Committee.
- **Children & Young People's Rights Scheme (annual report)** - this is a recurring item for the Committee accounting for arrangements in place to ensure compliance with the Council's duty to have due regard to the UNCRC, and shows how the Rights Scheme is being implemented and embedded across the Council. The Cabinet Member for Community (Support) will attend as Lead Member, with support from other relevant Cabinet Members, along with lead officer(s) to present.
- **Follow Up on Bus Services Working Group** (CM for Environment & Infrastructure) - As the standalone topic-based Working Groups are one-off Scrutiny sessions, the Scrutiny Programme Committee takes responsibility for following up on progress on the issues and action following any suggestions coming out of these Working Groups. Councillor Andrew Stevens, Cabinet Member for Environment & Infrastructure, will attend along with relevant officer(s) to report on progress in the context of the previous scrutiny on Bus Services, on actions, delivery of work and achievements / performance.
- **Anti-Social Behaviour Scrutiny Inquiry Final Report** - the work of the Anti-Social Behaviour Inquiry Panel will have concluded. Panel Convener, Councillor Terry Hennegan, will present the Panel's Final Report to the Committee and will ask the Committee to approve its submission to Cabinet for decision.

2.2.4 The Committee will have the opportunity to review priorities and introduce issues of concern as and when they arise, e.g., pre-decision scrutiny or call-in which may require extra meetings.

2.2.5 Pre-decision Scrutiny – this is carried out by the Committee unless delegated elsewhere. The Committee is invited to consider the available information on future Cabinet business and any opportunities for pre-decision Scrutiny, taking into account strategic impact, public interest, and financial implications (see Cabinet Forward Plan attached as **Appendix 3**). Any requests will require discussion with relevant Cabinet Member(s) to confirm timescales and window of opportunity for scrutiny involvement. Pre-decision Scrutiny enables Scrutiny to develop understanding about and ask questions on proposed Cabinet reports to provide ‘critical friend’ challenge and influence decision-making.

2.3 Inquiry Panels:

2.3.1 Once membership and a convener have been appointed the first task of an Inquiry Panel will be to have a briefing on the issue and then determine the key question and terms of reference for the inquiry. Once the planning stage is complete, the inquiry will be evidence gathering, with the last stage being to develop the final report.

In Progress / Planned	Completed (follow up stage)
1. <b>Anti-Social Behaviour</b> (currently at final report stage – next session on 18 Oct to agree final report) 2. <b>Community Assets</b> (membership being finalised; Inquiry will commence following completion of Anti-Social Behaviour Inquiry)	1. <b>Procurement</b> (Follow up 24 Oct 2023)

2.4 Performance Panels:

2.4.1 The following Performance Panels, which enable regular and structured monitoring of performance within these key areas, have been agreed and will meet on an ongoing basis until otherwise agreed by the Committee (frequency of meetings in brackets):

Performance Panel	Convener
1. <b>Service Improvement, Regeneration &amp; Finance</b> (monthly) 2. <b>Education</b> (monthly) 3. <b>Adult Services</b> (every six weeks) 4. <b>Child &amp; Family Services</b> (every six weeks) 5. <b>Climate Change &amp; Nature</b> (every two months)	Cllr. Chris Holley  Cllr. Lyndon Jones Cllr. Susan Jones Cllr. Paxton Hood-Williams  Cllr. Sara Keeton

2.4.2 Performance Panel conveners are scheduled to provide a regular update to the Committee to enable discussion on key activities and impact.

## 2.5 Working Groups:

2.5.1 The following Working Groups will be convened during the year ahead, (date where known in brackets):

<b>1. Public Rights of Way</b> (22 Nov) <b>2. Customer Contact</b>	<b>3. Community Growing</b>
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Reserve List:

- Public Consultation
- Healthy City

## 2.6 Joint / Regional Scrutiny:

2.6.1 **Partneriaeth** – A Joint Scrutiny Councillor Group, comprising of Education Scrutiny Chairs and Vice Chairs, or equivalent, across Swansea Council, Carmarthenshire Council and Pembrokeshire Councils scrutinises the work of the new regional education partnership which will support the delivery of school improvement, and ensure greater public accountability over decisions made. Scrutiny will seek reassurance and consider if the Partnership is operating according to the Joint Committee Agreement, and its Business Plan, and is being managed effectively. The Chair of the Scrutiny Programme Committee and Convener of the Education Scrutiny Performance Panel are participating in the Scrutiny of Partneriaeth. The Partneriaeth Joint Committee, comprises the Leaders of the three Councils, as the strategic decision-making body. The Swansea Scrutiny Team manages support for the Scrutiny of Partneriaeth.

2.6.2 **Swansea Bay City Region City Deal** – Swansea Scrutiny is also involved in the Swansea Bay City Region Joint Scrutiny Committee, approved by Council in July 2018. This arrangement involves three councillor representatives from each of the four Councils involved in the City Region, meeting to scrutinise the work of the Joint Committee responsible for delivering the City Deal programme. As per the Joint Committee Agreement, the Scrutiny Committee is serviced by Neath Port Talbot Council. Swansea Scrutiny Councillor representatives are currently: Jan Curtice, Victoria Holland & Chris Holley.

2.6.3 **South West Wales Corporate Joint Committee** – The Corporate Joint Committee (CJC) involves Swansea, Neath Port Talbot, Carmarthenshire and Pembrokeshire Councils, as well as Brecon Beacons and the Pembrokeshire Coast National Park Authorities, and will exercise functions relating to strategic land use planning, regional transport planning and the exercise of economic well-being powers. The Committee has set up a CJC Overview & Scrutiny Sub-Committee which consists of three elected members from each Council and will meet at least quarterly. The Joint Overview & Scrutiny Sub-Committee will scrutinise the decisions / actions of the CJC as it discharges its functions and performance in relation to policy objectives and targets.



The Joint Overview & Scrutiny Sub-Committee is being serviced by Neath Port Talbot Council. Swansea Scrutiny Councillor representatives are currently: Peter Black, Wendy Lewis & Mike White.

- 2.6.4 The Scrutiny Programme Committee will need to ensure that there is no duplication between local and regional scrutiny. A regular update on regional Scrutiny activity will be provided to Committee members to ensure awareness. Regional Scrutiny arrangements will not, however, preclude Councillors within constituent Councils discussing the impact of the regional body on their Council and locality, and holding Cabinet Members to account for their involvement / Council's involvement and engagement in regional bodies, and relevant local decision-making.

### **3. Monitoring the Work Programme**

- 3.1 The Committee is responsible for monitoring progress against the agreed Work Programme and this includes work undertaken by the informal Panels and Working Groups and findings, to ensure that this work is effective and has the required visibility.
- 3.2 A timetable of all Scrutiny activities (projected or actual where dates are known) is attached as **Appendix 4a**. Lead Councillors and officers are also noted within. Also provided as **Appendix 4b** is a snapshot of progress with all Panels and Working Groups established by the Committee, as well as Regional Scrutiny, and their current position. These will be updated and provided to every Committee meeting.
- 3.3 The Committee will also be kept abreast of work plans of the individual Performance Panels to improve Committee oversight of topics being examined, check coverage across Cabinet portfolios, and help avoid duplication of effort between the Committee and Panels and between Panels etc.
- 3.4 The Scrutiny Work Programme will be kept under constant review by the Committee, with changes made as necessary. The Committee will always retain the flexibility to adapt and re-prioritise the work of scrutiny in response to changing circumstances and/or urgent issues which may arise in-year, to ensure the continued relevance of the programme.
- 3.5 The Committee should be mindful of the work plans of other Council bodies, such as the Governance & Audit Committee and the Council's Service Transformation Committees. Any issues regarding possible overlap / duplication will be discussed between the Chair of the Scrutiny Programme Committee and relevant Chairs.

### **4. Public Requests for Scrutiny / Councillor Calls for Action**

- 4.1 Members of the public are able to make requests for scrutiny by contacting the Chair or Scrutiny Team in writing detailing the issue of concern, its impact, and suggested action. This can be via the

Council's website: [www.swansea.gov.uk/raiseanissuetoscrutiny](http://www.swansea.gov.uk/raiseanissuetoscrutiny) or email to [scrutiny@swansea.gov.uk](mailto:scrutiny@swansea.gov.uk). In accordance with agreed protocol the Chair of the Scrutiny Programme Committee will consider any requests received and bring about proposals to deal with these to the Committee for consideration. Taking into account relevant advice, any such issues may merit inclusion in the work programme, referral elsewhere, or no action.

4.2 None received.

## **5. Scrutiny Training & Development Programme**

5.1 A Scrutiny Training & Development Programme for Swansea Scrutiny Councillors is underway, which is being facilitated by the Improvement Team at the Welsh Local Government Association (WLGA). The following Sessions were recently held:

- Introduction to Scrutiny – held on 5 October
- Scrutiny Chairing Skills – held on 9 October / 10 October

5.2.1 Upcoming Sessions:

- Questioning Skills for Scrutiny – to be held on 31 October / 1 November
- Scrutiny of Performance – to be held on 4 December / 6 December
- Self-Assessment of Scrutiny (two parts) – to be held on 17 January / 23 January

All Sessions are being held online via MS Teams, with the exception of the final 'Self-Assessment' part 2 session which will be in-person only. As well as benefitting individual Councillors, the Programme will help to inform Scrutiny Improvement Objectives and actions going forward.

## **6. Financial Implications**

6.1 Any costs that arise out of work plan activities, for example expenses for witnesses or transport costs, are not envisaged to be significant and will be contained within the existing Scrutiny Budget.

## **7. Legal Implications**

7.1 There are no specific legal implications raised by this report.

**Background papers:** None

### **Appendices:**

Appendix 1: Agreed Scrutiny Work Programme 2023/24

Appendix 2: Scrutiny Programme Committee Work Plan 2023/24

Appendix 3: Cabinet Forward Plan

Appendix 4a: Scrutiny Work Programme – Projected Timetable of Activity

Appendix 4b: Progress Report – Current Scrutiny Panels, Working Groups, Regional Scrutiny

## Appendix 1 - AGREED Scrutiny Work Programme 2023/24

<b>Inquiry Panel</b> (time-limited in-depth scrutiny – six months)	<b>Working Groups</b> (light-touch scrutiny / one-off meetings)	<b>Performance Panels</b> (ongoing in-depth performance / financial monitoring & challenge)	<b>Issues for Scrutiny Programme Committee</b> (overall work programme management; discussion of broad range of policy and service issues)
<p>1. <b>Anti-Social Behaviour</b> (to complete from 2022/23)</p> <p>2. <b>Community Assets</b>                      (Terms of Reference / Key Question to be agreed by Panel, but could focus on how effective the process of Community Asset Transfer has been and benefits, looking at relevant examples such as Parks &amp; Community Centres, and lessons)</p> <p>Follow Up of Previous Inquiries:</p> <p>1. <b>Procurement</b></p>	<p>1. <b>Customer Contact</b>                      (carry over from 2022/23 - enabling focussed discussion &amp; questioning on user experience when contacting the Council / accessing services whether by telephone or on-line / though digital means; response rates; provision for offline and on-line contact; effectiveness of Council Contact Centre; on-going actions to improve digital inclusion / access; quality of website, etc.)</p> <p>2. <b>Public Rights of Way</b>                      (enabling focussed questioning &amp; discussion on overview of Public Rights of Way across Swansea (mapping / numbers) and issues; impact on PRoW from developments; effect on communities, etc.)</p> <p>3. <b>Community Growing</b>                      (enabling focussed questioning &amp; discussion around Council activity / support to Community Growing, with examples (e.g., allotments) and experience; benefits / success; including focus on schools / children &amp; young people; and its contribution to health &amp; well-being, etc.)</p>	<p>1. <b>Service Improvement, Regeneration &amp; Finance</b> (monthly)</p> <p>2. <b>Education</b> (monthly)</p> <p>3. <b>Adult Services</b> (every six weeks)</p> <p>4. <b>Child &amp; Family Services</b> (every six weeks)</p> <p>5. <b>Climate Change &amp; Nature</b> (every two months)</p> <p>Specific issues to incorporate within wider Panel work plans:</p> <ul style="list-style-type: none"> <li>• <b>Service Improvement, Regeneration &amp; Finance:</b> <ul style="list-style-type: none"> <li>- New Panel to refocus work plan, taking into account previous work – to create capacity some items to be picked up by Scrutiny Programme Committee</li> <li>- Delivery against Corporate Plan / Transformation Plan</li> <li>- Performance Management</li> <li>- Pre-decision Scrutiny of Budget Proposals</li> <li>- Economic Regeneration Actions / Delivery</li> <li>- City Deal 'Swansea Specific' Projects</li> <li>- Planning Policy &amp; Service (incl. Call-in Process &amp; dealing with 5G Masts)</li> <li>- Recycling, particularly Commercial Waste</li> <li>- Highways / Infrastructure Maintenance</li> <li>- Listed Buildings</li> </ul> </li> <li>• <b>Education:</b> <ul style="list-style-type: none"> <li>- Delivery against Corporate Plan / Transformation Plan (as relevant to Education)</li> <li>- Delivery against Education Estyn Inspection actions</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Specific annual reports:                         <ul style="list-style-type: none"> <li>- <b>Children &amp; Young People's Rights Scheme</b></li> <li>- <b>Corporate Safeguarding</b></li> <li>- <b>Delivery of Corporate Priority – Tackling Poverty</b></li> <li>- <b>Complaints</b></li> <li>- <b>Welsh Language Standards</b></li> <li>- <b>Welsh Housing Quality Standard</b></li> </ul> </li> <li>• Leader Q &amp; A Session(s): incl.                         <ul style="list-style-type: none"> <li>- <b>Corporate Transformation / Recovery Plan</b></li> <li>- <b>Councillor / Officer Relations</b> (communications)</li> </ul> </li> <li>• Other Cabinet Member Q &amp; As (issues to pick up):                         <ul style="list-style-type: none"> <li>- <b>Active Travel</b></li> <li>- <b>Oracle Fusion Project Implementation</b></li> <li>- <b>Delivery against Workforce Development Strategy</b> (incl. use of agency staff / Council structures)</li> <li>- <b>Support for Businesses</b></li> <li>- <b>Homelessness</b></li> </ul> </li> <li>• <b>Public Services Board</b></li> <li>• <b>Crime &amp; Disorder (Community Safety):</b> incl. Domestic Abuse; Community Cohesion; Tackling Extremism; Substance Misuse; Electric Scooters</li> </ul>

## Appendix 1 - AGREED Scrutiny Work Programme 2023/24

	<p>Reserve List:</p> <ul style="list-style-type: none"> <li>• <b>Public Consultation</b> (enabling focussed questioning and discussion on the Council's approaches to public consultation and effectiveness; relevant learning and development, etc.)</li> <li>• <b>Healthy City</b> (carry over from 2022/23 - enabling focussed questioning &amp; discussion of the Healthy City Partnership, key activities and achievements, work in relation to health promotion, particularly physical activities, including provision of outdoor sport and activities and opportunities for young people, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>- Sustainable Communities for Learning Programme</li> <li>- Additional Learning Needs (ALN)</li> <li>- Post-covid Cost implications for Schools</li> <li>- Reading / Literacy</li> <li>- School Attendance</li> <li>- School Meals service: impact of changes</li> <li>• <b>Adult Services:</b> <ul style="list-style-type: none"> <li>- Delivery against Corporate Plan / Transformation Plan (as relevant to Adult Services)</li> <li>- Safeguarding</li> <li>- Local Area Coordination</li> <li>- Partnership between Health and Social Care Services</li> </ul> </li> <li>• <b>Child &amp; Family Services:</b> <ul style="list-style-type: none"> <li>- Delivery against Corporate Plan / Transformation Plan (as relevant to Child &amp; Family Services)</li> <li>- Safeguarding</li> </ul> </li> <li>• <b>Climate Change &amp; Nature:</b> <ul style="list-style-type: none"> <li>- Delivery against Corporate Plan / Transformation Plan (as relevant to Climate Change &amp; Nature) – e.g., Progress against Net Zero 2030 Action Plan</li> <li>- Flood Prevention / Drainage Services</li> <li>- Natural Environment / Biodiversity</li> <li>- Impact of Housing Developments on Environment</li> <li>- Public Electric Vehicle Charging Provision</li> <li>- Grounds Maintenance</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Follow Up on Previous Working Groups: <ul style="list-style-type: none"> <li>- <b>Bus Services</b></li> <li>- <b>Road Safety</b></li> <li>- <b>Co-production</b></li> </ul> </li> </ul>
<p><b>Joint / Regional Scrutiny</b></p> <ul style="list-style-type: none"> <li>• <b>Partneriaeth</b> (Education / School Improvement – Joint Scrutiny Councillor Group)</li> <li>• <b>City Deal</b> (Development / Regeneration - Swansea Bay City Region Joint Scrutiny Committee)</li> <li>• <b>South West Wales Corporate Joint Committee</b> (Land Use Planning; Regional Transport; Economic Well-being – Joint Overview &amp; Scrutiny Sub-Committee)</li> </ul>			

## Scrutiny Programme Committee – Work Plan 2023/24

ACTIVITY	18 Jul 2023	19 Sep 2023	17 Oct 2023	14 Nov 2023	19 Dec 2023	16 Jan 2024
<b>Scrutiny Work Programme</b>	Agreement of Scrutiny Work Programme	Scrutiny Annual Report 2022/23				
<b>Cabinet Member Portfolio Responsibility Q &amp; A Sessions</b>		Active Travel (CM for Environment & Infrastructure)			Support for Businesses (CM for Investment, Regeneration, Events & Tourism)	Leader / Economy, Finance & Strategy
<b>Other Cabinet Member / Officer Reports</b>  Page 115			Scrutiny of Swansea Public Services Board (PSB Chair – Cllr Andrea Lewis)	- Annual Corporate Safeguarding Report (CM for Care Services / Director of Social Services) - Children & Young People's Rights Scheme (annual report) (CM for Community – Support)	Delivery of Corporate Priority – Tackling Poverty (annual item) (Leader / CM for Wellbeing)	
<b>Scrutiny Performance Panel Progress Reports</b>			Education	Service Improvement, Regeneration & Finance	Adult Services	Child & Family Services
<b>Pre-decision Scrutiny</b>	FPR7 Redevelopment of 277-278 Oxford Street - Community Hub Project		Oracle Fusion Project Implementation / Project Closure Report (Leader / CM for Service Transformation)			
<b>Final Scrutiny Inquiry Reports / Follow Up on Scrutiny Recs.</b>				- Follow Up on Bus Services Working Group (CM for Environment & Infrastructure) - Anti-Social Behaviour Inquiry Final Report		Follow Up on Road Safety Working Group (CM for Environ. & Infrastructure)

ACTIVITY	13 Feb 2024	19 Mar 2024	16 Apr 2024	14 May 2024		
<b>Scrutiny Work Programme</b>		Audit / Scrutiny Relationship – Discussion w/ Chair of Governance & Audit Committee		End of Year Review		
<b>Cabinet Member Portfolio Responsibility Q &amp; A Sessions</b>	Delivery against Workforce Development Strategy (CM for Corporate Services & Performance)					
<b>Other Cabinet Member / Officer Reports</b>  Page 116	Annual Complaints Report 2022-23 (CM for Service Transformation)	- Scrutiny of Swansea Public Services Board (PSB Chair – Cllr Andrea Lewis) - Welsh Language Standards (annual report) (CMs for Education & Learning / Culture, Human Rights & Equalities)	Crime & Disorder Scrutiny - Safer Swansea Community Safety Partnership (Joint Chairs of Safer Swansea Partnership)			
<b>Scrutiny Performance Panel Progress Reports</b>	Climate Change & Nature	Education	Service Improvement, Regeneration & Finance			
<b>Pre-decision Scrutiny</b>						
<b>Final Scrutiny Inquiry Reports / Follow Up on Scrutiny Recs.</b>				Follow Up on Co-production Working Group (CM for Community - Support)		

## Appendix 3 – Cabinet Forward Plan 2022-23

Report Title	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision	Exempt Details
<b>Revenue and Capital Budget Monitoring 1st Quarter 2023/24.</b>	To note any significant variations from the agreed budget 2023/24 and savings plan and the actions planned to achieve a balanced budget.	Ben Smith	Cabinet Member - Economy, Finance and Strategy (Leader)	Cabinet	19 Oct 2023	Open
<b>Swansea Destination Management Plan 2023-2026.</b>	<p>A new Destination Management Plan 2023-2026 is a combined response by the Council and its private/public sector partners to address short-term and long-term issues across the destination.</p> <p>It is based on extensive research and focuses on 4 strategic priorities:</p> <ul style="list-style-type: none"> <li>• Driving Quality</li> <li>• Breaking free of Seasonality</li> <li>• Encouraging Sustainability</li> <li>• Working Partnerships</li> </ul>	Steve Hopkins (Tourism & Marketing Manager)	Cabinet Member - Investment, Regeneration, Events & Tourism	Cabinet	19 Oct 2023	Open

## Appendix 3 – Cabinet Forward Plan 2022-23

Report Title	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision	Exempt Details
<b>Disposal of Sporting and Leisure Facilities under the Community Asset Transfer Policy.</b>	<p>The Council would like to lease sport and leisure facilities to local clubs at peppercorn rents to enable investment via it's Community Asset Transfer Policy.</p> <p>This report aims to identify and define approved asset types for disposal to negate the current need for an individual report for each proposed disposal.</p>	Jamie Rewbridge	Cabinet Member - Investment, Regeneration, Events & Tourism	Cabinet	19 Oct 2023	Open
<b>Oracle Project Closure Process and Transition to New Operating Model.</b>	Final report around the closure of the Oracle project.	Sarah Lackenby	Cabinet Member - Service Transformation (Deputy Leader)	Cabinet	19 Oct 2023	Open
<b>Public Services Ombudsman of Wales Annual Letter 2022-23</b>	This is the Public Services Ombudsman for Wales Annual letter to the Council for the period 2022/23.	Sarah Lackenby	Cabinet Member - Service Transformation (Deputy Leader)	Cabinet	19 Oct 2023	Open



## Appendix 3 – Cabinet Forward Plan 2022-23

Report Title	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision	Exempt Details
<p><b>Additional Revenue Provision for Parking Offers 2023/2024.</b></p>	<p>Following the new parking tariffs approved at Cabinet January 2023, Swansea Council has subsidised City Centre Parking as part of the Additional Priorities agreed at Cabinet on 18th May 2023.</p> <p>A new parking offer was introduced from 24th July 2023. This offer has been subsidised from a £500,000 allocation as approved by Cabinet on 18th May 2023 as outlined within Financial Procedural Rule 5 Additional revenue provision for residual Economic Recovery Fund 2023/24</p> <p>A Programme Board has been set up to review predicted spend profile, gather trend data and seek opportunities for incentives to attract footfall to the City Centre with consideration given to residents and businesses.</p> <p>It is recommended that approval be sort from Cabinet for additional funding to allow the</p>	<p>Matthew Bowyer</p>	<p>Cabinet Member - Environment &amp; Infrastructure, Cabinet Member - Economy, Finance and Strategy (Leader)</p>	<p>Cabinet</p>	<p>19 Oct 2023</p>	<p>Open</p>

## Appendix 3 – Cabinet Forward Plan 2022-23

Report Title	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision	Exempt Details
<b>Local Nature Recovery Action Plan for Swansea.</b>	This report seeks Member's endorsement of the Local Nature Recovery Action Plan (NRAP) for Swansea, a partnership plan prepared by the Swansea Local Nature Partnership. Local NRAPs are one of the delivery mechanisms to meet the six objectives for nature recovery set out in the NRAP for Wales.	Deb Hill	Cabinet Member - Corporate Services & Performance (Deputy Leader)	Cabinet	19 Oct 2023	Open
<b>Capital Programme Authorisation for the Commitment of Capital Grant Funding Awarded to Support Learners with Additional Learning Needs.</b>	Welsh Government have awarded funding to the Council of £1,458,714.00 for capital expenditure on the support of learners with additional learning needs. The aim of the grant is to support learners with additional learning needs. This report is seeking authorisation to commit the full balance of grant funding	Louise Herbert-Evans	Cabinet Member - Education & Learning	Cabinet	16 Nov 2023	Open

## Appendix 3 – Cabinet Forward Plan 2022-23

Report Title	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision	Exempt Details
<b>Green Infrastructure Strategy's Swansea Central Area: Regenerating out City for Wellbeing and Wildlife Action Plan.</b>	This Action Plan is designed to deliver the strategic objectives of the Swansea Central Area: Regenerating out City for Wellbeing and Wildlife Green Infrastructure Strategy in the short, medium and long term. It helps deliver the Council's well-being objective on Nature Recovery and Climate Change.	Penny Gruffydd	Cabinet Member - Corporate Services & Performance (Deputy Leader)	Cabinet	16 Nov 2023	Open
<b>Review of Post Pandemic Working Model Implementation.</b>	This report provides an update to Cabinet on the implementation of the Council's post pandemic working model since its principles were approved in October 2022	Rachael Davies	Cabinet Member - Corporate Services & Performance (Deputy Leader)	Cabinet	16 Nov 2023	Open

### Appendix 3 – Cabinet Forward Plan 2022-23

Report Title	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision	Exempt Details
<b>Quarter 2 2023/24 Performance Monitoring Report.</b>	To report the performance indicator results and summarise the Council's performance meetings its priorities for the first quarter period July 2023 – September 2023.	Richard Rowlands	Cabinet Member - Corporate Services & Performance (Deputy Leader)	Cabinet	21 Dec 2023	Open
<b>Revenue and Capital Budget Monitoring 2nd Quarter 2023/24.</b>	To note any significant variations from the agreed budget 2023/24 and savings plan and the actions planned to achieve a balanced budget.	Ben Smith	Cabinet Member - Economy, Finance and Strategy (Leader)	Cabinet	21 Dec 2023	Open
<b>Annual Equality Review 2022/23.</b>	To publish the Council's Annual Equality Review for 2022/23 in line with the Public Sector Equality Duty and reporting regulations for Wales.	Richard Rowlands	Cabinet Member - Culture, Human Rights & Equalities	Cabinet	21 Dec 2023	Open

## Appendix 3 – Cabinet Forward Plan 2022-23

Report Title	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision	Exempt Details
<b>Maximising EOTAS Provision for Vulnerable Learners in Swansea Follow Up Report.</b>	Following a period of stakeholder engagement the reports seeks to share findings of this activity and propose a solutions to better meet the needs of learners in Swansea who require access to EOTAS provision.	Kate Phillips	Cabinet Member - Education & Learning	Cabinet	21 Dec 2023	Open
<b>Budget Proposals 2024/25 – 2027/28.</b>	To consider budget proposals for 2024/25 to 2027/28 as part of the Council’s Budget Strategy within the Achieving Better Together Framework. To enable consultation to take place with residents, employees, partners and other interested parties	Ben Smith	Cabinet Member - Corporate Services & Performance (Deputy Leader), Cabinet Member - Economy, Finance and Strategy (Leader)	Cabinet	21 Dec 2023	Open
<b>Co-production Policy.</b>	To approve the Coproduction policy for Swansea Council	Rhian Millar	Cabinet Members - Community	Cabinet	21 Dec 2023	Open
<b>Regional Education Consortium Amendment to Legal Agreement on Voting Within Joint Committee.</b>	Amendment to Legal Agreement for Partneriaeth requiring Cabinet Member for Education and Learning to be Swansea’s voting Member at Partneriaeth joint committees.	Helen Morgan-Rees	Cabinet Member - Education & Learning	Cabinet	21 Dec 2023	Open

### Appendix 3 – Cabinet Forward Plan 2022-23

Report Title	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision	Exempt Details
<b>Revenue and Capital Budget Monitoring 3rd Quarter 2023/24.</b>	To note any significant variations from the agreed budget 2023/24 and savings plan and the actions planned to achieve a balanced budget.	Ben Smith	Cabinet Member - Economy, Finance and Strategy (Leader)	Cabinet	15 Feb 2024	Open
<b>Quarter 3 2023/24 Performance Monitoring Report.</b>	To report the performance indicator results and summarise the Council's performance meetings its priorities for the third quarter period October 2023 – December 2023.	Richard Rowlands	Cabinet Member - Corporate Services & Performance (Deputy Leader)	Cabinet	21 Mar 2024	Open

## Scrutiny Work Programme 2023-24 – Projected Timetable of Meetings (actual dates shown)

Activity / Month	MAY /JUN 2023	JUL	AUG	SEP	OCT	NOV	DEC	JAN 2024	FEB	MAR	APR	MAY
<b>SCRUTINY PROGRAMME COMMITTEE</b> Lead Scrutiny Councillor: Peter Black Lead Scrutiny Officer: Brij Madahar Lead Cabinet Member: cross-cutting Lead CMT: cross-cutting Lead Head of Service: cross-cutting	13 June Work Planning Conf.	18		19	17	14	19	16	13	19	16	14
<b>INQUIRY PANELS:</b>												
	Findings				Final report							
<b>Anti-Social Behaviour</b> Lead Scrutiny Councillor: Terry Hennegan Lead Scrutiny Officer: Michelle Roberts Lead Cabinet Member: cross-cutting Lead CMT: cross-cutting Lead Head of Service: cross-cutting	29 June			12	18							
						Planning						
<b>Community Assets</b> Lead Scrutiny Councillor: tbc Lead Scrutiny Officer: Michelle Roberts Lead Cabinet Member: Hayley Gwilliam / Elliot King Lead CMT: Mark Wade Lead Head of Service: Geoff Bacon												
<b>Procurement Follow Up</b> (Cabinet decision: 20 Oct 2022) Lead Scrutiny Councillor: Chris Holley Lead Scrutiny Officer: Michelle Roberts Lead Cabinet Member: David Hopkins Lead CMT: Ben Smith Lead Head of Service: Chris Williams					24							

Activity / Month	MAY /JUN 2023	JUL	AUG	SEP	OCT	NOV	DEC	JAN 2024	FEB	MAR	APR	MAY
<b>PERFORMANCE PANELS:</b>												
<b>Service Improvement &amp; Finance</b> (monthly) <b>*ENDED*</b> Lead Scrutiny Councillor: Chris Holley Lead Scrutiny Officer: Rachel Percival Lead Cabinet Member: Rob Stewart / David Hopkins Lead CMT: Ness Young / Ben Smith Lead Head of Service: Lee Wenham	27 June											
<b>Service Improvement, Regeneration &amp; Finance</b> (monthly) Lead Scrutiny Councillor: Chris Holley Lead Scrutiny Officer: Rachel Percival Lead Cabinet Member: Rob Stewart / David Hopkins / Robert Francis Davies Lead CMT: Ness Young / Ben Smith / Mark Wade Lead Head of Service: Phillip Holmes / Lee Wenham				5 and 26	17	14	12	16	TBC Budget	12	9	7
<b>Education</b> (monthly) Lead Scrutiny Councillor: Lyndon Jones Lead Scrutiny Officer: Michelle Roberts Lead Cabinet Member: Robert Smith Lead CMT: Helen Morgan-Rees Lead Head of Service: cross-cutting	15 June	13		14	19	23	14	18	12 22 (TBC)	14	18	9



## Appendix 4a

Activity / Month	MAY /JUN 2023	JUL	AUG	SEP	OCT	NOV	DEC	JAN 2024	FEB	MAR	APR	MAY
<b>Adult Services</b> (every 6 weeks) Lead Scrutiny Councillor: Sue Jones Lead Scrutiny Officer: Liz Jordan Lead Cabinet Member: Louise Gibbard Lead CMT: Dave Howes Lead Head of Service: Amy Hawkins / Helen St John	28 June		7	5	31		12	30	TBC Budget	20		7
<b>Child &amp; Family Services</b> (every 6 weeks) Lead Scrutiny Councillor: Paxton Hood-Williams Lead Scrutiny Officer: Liz Jordan Lead Cabinet Member: Louise Gibbard Lead CMT: Dave Howes Lead Head of Service: Julie Davies	22 May 20 June		2	13	24		5	23	TBC Budget	12		1
<b>Development &amp; Regeneration</b> (every 2 months) <b>*ENDED*</b> Lead Scrutiny Councillor: Chris Holley Lead Scrutiny Officer: Rachel Percival Lead Cabinet Member: Rob Stewart / Robert Francis-Davies Lead CMT: Mark Wade Lead Head of Service: Phillip Holmes		11										
<b>Climate Change &amp; Nature</b> (every 2 months) Lead Scrutiny Councillor: Hannah Lawson Lead Scrutiny Officer: Liz Jordan Lead Cabinet Member: Andrea Lewis Lead CMT: Mark Wade Lead Head of Service: cross-cutting		4			3	28		30		19		14

Activity / Month	MAY /JUN 2023	JUL	AUG	SEP	OCT	NOV	DEC	JAN 2024	FEB	MAR	APR	MAY
<b>WORKING GROUPS:</b>												
<b>Topic 1 – Public Rights of Way</b> Lead Scrutiny Councillor: Mike White Lead Scrutiny Officer: Rachel Percival Lead Cabinet Member: Andrew Stevens Lead CMT: Mark Wade Lead Head of Service: Phillip Holmes						22						
<b>Topic 1 – Customer Contact</b> Lead Scrutiny Councillor: Joe Hale Lead Scrutiny Officer: Rachel Percival Lead Cabinet Member: Andrea Lewis Lead CMT: Ness Young Lead Head of Service: Sarah Lackenby												
<b>Topic 3 – Community Growing</b> Lead Scrutiny Councillor: tbc Lead Scrutiny Officer: Rachel Percival Lead Cabinet Member: Hayley Gwilliam Lead CMT: Mark Wade Lead Head of Service:												

Activity / Month	MAY /JUN 2023	JUL	AUG	SEP	OCT	NOV	DEC	JAN 2024	FEB	MAR	APR	MAY
<b>REGIONAL SCRUTINY:</b>												
<b>Partneriaeth Regional Scrutiny Councillor Group</b> (Education / School Improvement) (quarterly) Swansea Scrutiny Councillors: Lyndon Jones (chair) / Peter Black Lead Scrutiny Officer: Michelle Roberts Lead Partneriaeth: Ian Altman / Gareth Morgans Lead Cabinet Member: Robert Smith Lead CMT: Helen Morgan-Rees Regional Lead: Martin Nicholls (Lead Director for Partneriaeth)	19 June				23				26			
<b>Swansea Bay City Region Joint Scrutiny Committee</b> (every 2 months) Lead Scrutiny Councillor: Rob James (Carmarthenshire Council) Swansea Scrutiny Councillors: Jan Curtice, Victoria Holland, Chris Holley Lead Scrutiny Officer: Charlotte John, Neath Port Talbot Council Lead Cabinet Member: Rob Stewart Lead CMT: Martin Nicholls / Mark Wade Lead Head of Service: Phil Holmes		4			24							
<b>South West Wales Corporate Joint Committee - Overview &amp; Scrutiny Sub-Committee</b> (quarterly) Lead Scrutiny Councillor: Russell Sparks (Carmarthenshire Council) Swansea Scrutiny Councillors: Peter Black, Wendy Lewis, Mike White Lead Scrutiny Officer: Charlotte John, Neath Port Talbot						2						

Council Lead Cabinet Member: Rob Stewart Lead CMT: Martin Nicholls / Mark Wade Lead Head of Service: Phil Holmes												
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\* denotes extra meeting

\*\* not public

Information correct as of 10/10/23 16:25

## Progress Report – Current Scrutiny Panels / Working Groups / Regional Scrutiny

### 1. Inquiry Panels:

These will undertake in-depth inquiries into specific and significant areas of concern on a task and finish basis and will be expected to take around six months to complete to enable wide-ranging evidence gathering, and production of a final report with conclusions and recommendations for Cabinet (and other decision-makers).

#### a) **Anti-Social Behaviour** (convener: Cllr Terry Hennegan)

Key Question: *How can the Council ensure that it is working with its partners to appropriately and effectively tackle Anti-Social Behaviour in Swansea?*

Progress Bar:

Planning				Evidence Gathering				Draft Final Report			

The Panel will meet to discuss their final report in October, looking at the comments made by contributors then agreeing its submission to the Scrutiny Programme Committee in November prior to Cabinet.

(NB - Inquiries may take up to six months to complete, as they will call for wide ranging evidence, and will lead to a report with conclusions and recommendations that will be presented to Cabinet)

### 2. Follow Up on Completed Inquiries:

Follow-ups of inquiries will consider both the implementation of scrutiny recommendations and wider impact / difference made. Inquiry Panels are reconvened between 6-12 months after cabinet decision on Inquiry reports.

Inquiry	Cabinet Decision	Recommendations			Follow Up Panel Meeting
		Agreed	Partly	Rejected	
Procurement	20 Oct 2022	14	0	0	24 Oct 2023

### 3. Performance Panels:

Performance Panels enable regular and structured in-depth monitoring of performance and challenge within these key areas:

- a) **Service Improvement, Regeneration & Finance** (convener: Cllr Chris Holley)

This Panel meets every month. On 26 September the Panel reviewed the Capital Outturn and Financing 2022/23 and the Quarter 1 Performance Monitoring Report 2023/24.

At their next meeting on 17 October they will discuss the Audit Wales Report on the Setting of Wellbeing Objectives and the Annual Library Services Report.

- b) **Education** (convener: Cllr Lyndon Jones)

This Panel meets every month. A progress report appears in the agenda under Item 8.

- c) **Adult Services** (convener: Cllr Susan Jones)

This Panel meets every 6 weeks. The Panel's meeting on 5 September received the Performance Monitoring Report for July 2023 and the Audit Wales Report 'A Missed Opportunity – Social Enterprises.

At its next meeting on 21 October the Panel will discuss the Director of Social Services Annual Report and receive briefings on Deprivation of Liberty Safeguards and Llais.

- d) **Child & Family Services** (convener: Cllr Paxton Hood-Williams)

This Panel meets every 6 weeks. The meeting on 13 September received a video presentation by young carers and an update on the Adolescent Strategy and Action Plan.

At its next meeting on 24 October the Panel will receive an update from the Regional Safeguarding Board and discuss the Safeguarding Quality Unit Annual Report and progress with Commissioning Reviews.

- e) **Climate Change & Nature** (convener: Cllr Sara Keeton)

This Panel meets every two months. At its meeting on 3 October the Panel looked at Water Quality, Management and Pollution Control and discussed Planning Enforcement in relation to Nature and Biodiversity.

The next meeting on 28 November will look at Environmental Tourism.

#### **4. Regional Scrutiny:**

This is collaborative Scrutiny with other Local Authorities for topics / issues of shared interest or concern, and models of regional working.

##### **a) Partneriaeth - Regional Education Partnership**

Partneriaeth Scrutiny is expected to take place every school term, mirroring meetings of the Partneriaeth Joint Committee.

The Councillor Group met on the 19 June, where they met with all three Directors of Education and the Chair of the Joint Committee, as is stipulated in the Joint Agreement that this should happen annually. They will also receive an update on Partneriaeth Priority 2 - Developing a high-quality education profession and discussed the Risk Assessment Profile.

At their next meeting on the 23 October, they will look at progress with the introduction of the Curriculum for Wales, the Risk Assessment Profile and take a look at the performance of Partneriaeth Priority 2 – Embed principles and processes which underpin educational equity in all schools and educational settings.

##### **b) Swansea Bay City Region City Deal**

The Joint Scrutiny Committee meets every two months. As well as overall programme / project monitoring including the latest financial position, the meeting on 4 May focussed on progress with the 'Supporting Innovation and Low Carbon Growth' project. It also received an update on the current situation with City Deal portfolio private sector investment and contributions.

The next meeting takes place on 24 October for continued programme / project monitoring and focussed discussion on specific regional Project(s), with updates on 'Skills & Talent' and 'Digital Infrastructure'

The Joint Scrutiny Committee is supported by Scrutiny Officers in Neath Port Talbot Council and agendas / minutes of meetings can be found on-line:

<https://democracy.npt.gov.uk/ieListMeetings.aspx?Committeeld=417>

##### **c) South West Wales Corporate Joint Committee**

The CJC Overview & Scrutiny Sub-Committee will meet at least quarterly. The last meeting held on 20 April involved the Committee discussing the South West Wales Strategic Development Plan, and South West Wales Energy Strategy. A meeting planned for 20 July was cancelled.

The next meeting is due to take place on 2 November – agenda item(s) to be confirmed.

The Overview & Scrutiny Sub-Committee is supported by Scrutiny Officers in Neath Port Talbot Council and agendas / minutes of meetings can be found on-line:

<https://democracy.npt.gov.uk/ie/ListMeetings.aspx?Committeeld=499>

## 5. Working Groups:

A number of topics have been identified which will be dealt with through one-off Working Groups. These enable a 'light-touch' approach to specific topics of concern and will be planned as a one-off meeting (in the order shown below) primarily involving discussion with relevant Cabinet Member(s) / officer(s), and any other persons called, to gather information, ask questions, and give views / raise any concerns.

### a) **Public Rights of Way** (convener: Councillor Mike White)

This Working Group has been arranged for 22 November 2023. This will enable information, focussed questioning & discussion on overview of Public Rights of Way across Swansea (mapping / numbers) and issues; impact on Public Rights of Way from developments; effect on communities, etc.

### b) **Customer Contact** (convener: Councillor Joe Hale)

This working group will be held in early 2024 and will enable information, focussed questioning & discussion on the user experience when contacting the Council / accessing services whether by telephone or on-line / through digital means; provision for offline and on-line contact; effectiveness of Council Contact Centre; on-going actions to improve digital inclusion / access; quality of website, etc.

This Working Group was carried forward from 2022/23.

### c) **Community Growing** (convener: TBC)

This will enable information, focussed questioning & discussion around Council activity / support to Community Growing, with examples (e.g., allotments) and experience; benefits / success; including focus on schools / children & young people; and its contribution to health & well-being, etc.





## Scrutiny Programme Committee – 17 October 2023

### **Date and Time of Upcoming Scrutiny Panel / Working Group / Regional Meetings**

**a) 18 October at 10.30am – Anti-Social Behaviour Inquiry Panel**

- To agree Final Inquiry Report

**b) 19 October at 4.00pm – Education Performance Panel**

- School Session - Visit to Gorseinon Primary School / Discussion of School Development Plan including progress with Estyn Inspection recommendations and introduction of the Curriculum for Wales

**c) 23 October at 10.00am – Partneriaeth Regional Scrutiny Councillor Group**

- Progress with the introduction of the Curriculum for Wales
- Discussion on Risk Assessment Profile
- Performance of Partneriaeth Priority 2 – Embed principles and processes which underpin educational equity in all schools and educational settings

**d) 24 October at 10.00am – Procurement Inquiry Panel**

- Follow Up on Implementation of Recommendations (since Cabinet decision in Oct 2022)

**e) 24 October at 2.00pm – Swansea Bay City Region Joint Scrutiny Committee Panel** (organised by Neath Port Talbot Council)

- Programme / Project Monitoring
- Focussed discussion on specific regional Project(s) - Updates on 'Skills & Talent' and 'Digital Infrastructure'

**f) 24 October at 4.00pm – Child & Family Services Performance Panel**

- Regional Safeguarding Board
- Safeguarding Quality Unit Annual Report
- Commissioning Reviews Progress Update

**g) 2 November at 2.00pm – South West Wales Corporate Joint Committee - Overview & Scrutiny Sub-Committee** (organised by Neath Port Talbot Council)

- Agenda Item(s) tbc

**h) 14 November at 10.00am – Service Improvement, Regeneration & Finance Performance Panel**

- Q1 Revenue and Capital Budget Monitoring Report – 2023/24
- Regeneration Project(s) Update – Skyline / Copr Bay

**i) 14 November at 4.00pm – Scrutiny Programme Committee**

- Annual Corporate Safeguarding Report
- Children & Young People's Rights Scheme (annual report)
- Follow Up on Bus Services Working Group
- Anti-Social Behaviour Inquiry Final Report

Scrutiny Meetings are multi-location meetings, held in the Gloucester Room, Guildhall as well as accessed remotely via MS Teams, unless otherwise stated.