



## City and County of Swansea

### Notice of Meeting

You are invited to attend a Meeting of the

## Scrutiny Performance Panel - Service Improvement, Regeneration and Finance

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

**On:** Tuesday, 9 April 2024

**Time:** 10.00 am

**Convenor:** Councillor Chris Holley OBE

#### Membership:

Councillors: P M Black, C M J Evans, E W Fitzgerald, T J Hennegan, P R Hood-Williams, L James, D H Jenkins, M H Jones, M Jones, S M Jones, J W Jones, M W Locke, B J Rowlands, W G Thomas, M S Tribe and T M White

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### Agenda

Page No.

**1 Apologies for Absence**

**2 Disclosure of Personal and Prejudicial Interests**

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

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

**4 Minutes**

To receive the minutes of the previous meeting(s) and agree as an accurate record.

**1 - 3**

**5 Public Questions**

Questions can be submitted in writing to Scrutiny [scrutiny@swansea.gov.uk](mailto:scrutiny@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 with in a 10 minute period.

**6 Audit Wales Report - "Cracks in the Foundations" Building Safety in Wales**

**4 - 63**

Cllr David Hopkins- Cabinet Member for Corporate Services & Performance

Carol Morgan – Head of Housing and Public Health

<b>7</b>	<b>Annual Review of Wellbeing Objectives</b> Cllr David Hopkins - Cabinet Member for Corporate Services and Performance Richard Rowlands – Strategic Delivery & Performance Manager	<b>64 - 82</b>
<b>8</b>	<b>Quarter 3 Performance Monitoring Report 2023/24</b> Cllr David Hopkins - Cabinet Member for Corporate Services & Performance Richard Rowlands – Strategic Delivery & Performance Manager	<b>83 - 142</b>
<b>9</b>	<b>Work Plan</b>	<b>143 - 145</b>
<b>10</b>	<b>Letters</b>	<b>146 - 151</b>

**Next Meeting:** Tuesday, 7 May 2024 at 10.00 am



**Huw Evans**  
**Head of Democratic Services**  
**Thursday, 28 March 2024**  

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**Contact: Scrutiny Officer - 01792 636292**

# Agenda Item 4



City and County of Swansea

## Minutes of the **Scrutiny Performance Panel – Service Improvement, Regeneration & Finance**

Multi-Location Meeting - Gloucester Room, Guildhall / MS

Teams

Tuesday, 12 March 2024 at 10.00 am

**Present:** Councillor C A Holley (Chair) Presided

**Councillor(s)**

P M Black  
J W Jones  
S H Jones  
M G Thomas

**Councillor(s)**

C M J Evans  
L James  
M W Locke  
M S Tribe

**Councillor(s)**

E W Fitzgerald  
D H Jenkins  
M Jones  
B J Rowlands  
T M White

**Cabinet Member(s)**

Cllr Robert Francis-Davies Cabinet Member for Investment, Regeneration, Events & Tourism

**Officer(s)**

Mark Wade  
Paul Relf  
Katy Evans  
Rachel Percival

Director - Place  
Strategic Economic Regeneration Manager  
City Centre Team Leader  
Scrutiny Officer

**Apologies for Absence**

Councillor(s): M Jones

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### 67 Disclosure of Personal and Prejudicial Interests

There were no disclosures of Personal and Prejudicial Interests.

### 68 Prohibition of Whipped Votes and Declaration of Party Whips

None.

### 69 Minutes

Minutes of the previous meeting were agreed.

### 70 Public Questions

There were no public questions received.

## **71 Building Control Wales Audit Report and Building Safety in Wales**

This item was deferred until the Panels next meeting on 9 April.

## **72 Achievement against Corporate Priorities / Objectives / Policy Commitments for Development and Regeneration**

Cllr Robert Francis-Davies and Paul Relf talked through the report which summarised the work areas and the achievements within planning and city regeneration departments.

- Work on the Regional Economic Delivery Plan is ongoing with funding support provided through the UK Shared Prosperity Fund and Levelling Up.
- Several strategic grants are available to enable stability to the private sector and third sector with the city centre benefitting from town centre loans, placemaking and strategic grants.
- A new hotel is in discussion and would be situated between the Arena and the LC, this is likely to be 4 star / higher end Hotel.
- Seven districts outside the city centre have a placemaking plan in development. These will be progressed as quickly as possible using available funding and with limitations to design and contractor capacity.
- Job creation is growing through start up and business development/improvement grants and UK Shared prosperity funding. Job retention of funded posts and attracting new companies to the area was also discussed.
- The Panel asked questions and development updates on the former Debenhams site, Castle Square, the Dragon Hotel, the Dolphin Hotel, the Civic Centre and Copr Bay.

## **73 Regeneration Project(s) Update – 71-72 The Kingsway**

Cllr Robert Francis-Davies and Katy Evans presented the report. It was noted that:

- Practical completion of the site has been delayed a few weeks from its original target of end of March.
- Discussions with potential tenants continue and it is anticipated that the building will be fully let within a reasonable time scale but not on practical completion.
- The development has benefitted from 13.7m of City Deal funding.
- The Panel asked questions about Picton Arcade, bike storage, the demand for office space, marketing and City Deal funding.

## **74 Work Plan**

The work plan was noted with mention of the changes to next month's agenda.

**75 Letters**

**76 Exclusion of the Public**

The public were excluded from the meeting on the grounds that it involves the likely disclosure of exempt information as set out in Paragraph 14 of Schedule 12A of the Local Government Act 1972 as amended by the Local Government (Access to Information) (Variation) (Wales) Order 2007.

**77 Regeneration Project(s) Update – 71-72 The Kingsway**

The meeting ended at 11.32 am.

**Chair**

# Agenda Item 6



## Report of the Cabinet Member for Corporate Services and Performance

### Service Improvement, Regeneration and Finance Scrutiny Performance Panel 9 April 2024

## **Audit Wales Report – “Cracks in the Foundations” Building Safety in Wales**

<b>Purpose</b>	To brief the Panel on the findings of the Audit Wales Report, the implications and actions required of the Council.
<b>Content</b>	The Audit Wales report gives a critical oversight and raises concerns that not enough priority is being given to Building Control services. It suggests that there is an absence of robust planning and clear decision making, and inadequate resources, which raises fears that the new Building Safety act legislation will not be delivered as intended in Wales.
<b>Councillors are being asked to</b>	Consider the information provided and give views
<b>Lead Councillor</b>	Councillor David Hopkins, Cabinet Member for Corporate Services and Performance
<b>Lead Officer Report Author</b>	Peter Richards Tel: 01792 635622 E-mail: peter.c.richards@swansea.gov.uk
<b>Legal Officer</b>	Adrian Jeremiah
<b>Finance Officer</b>	Peter Keys

### 1. Background

- 1.1 Following the Grenfell tragedy in 2017 and the recommendations made in the Hackett report, the Building Safety Act was given Royal ascent in April 2022. This Act aims to improve the safety of high rise and other in scope buildings in England and Wales, by establishing new regulations for the design, construction, maintenance, and occupation of such buildings.
- 1.2 The Act also sets a requirement for all practicing Building Control Inspectors to demonstrate competency at one of three levels (Domestic, General, Specialist) and become registered by April 1st, 2024.

## **2. Findings**

- 2.1 The Audit Wales Report looked at all Building Control Authorities in Wales and how each is prepared to take on the enhanced responsibilities and requirements of the new Building Safety Act 2022. The audit focused on the resilience of existing services and the robustness of building safety assurance systems.
- 2.2 The findings from the report give a critical oversight and raised concerns that not enough priority is being given to these services. It suggested that there is an absence of robust planning and clear decision making, and inadequate resources, which raises fears that the new legislation will not be delivered as intended in Wales.
- 2.3 Eight recommendations were made, four directed at Welsh Government and four directed at Local Authorities.
- 2.4 Recommendations for Local Authorities
- Plan for new responsibilities and ensure they are adequately prioritised and resourced.
  - Review financial management and fee setting.
  - Explore opportunities to strengthen resilience through collaboration and regionalisation.
  - Review and strengthen risk management processes.

## **3. Council Response**

- 3.1 Short Term
- Continue with recruitment campaign to fill vacancies.
  - Subject to the success of the above consider conversion to apprenticeships.
  - Direct all staff towards proof of competence and successful professional registration.
  - Consider action for officers refusing to undertake the above.
  - Implement new salary / structure April 24 following successful registration of officers.
- 3.2 Long Term
- Establish long term succession plan.
  - Maintain continued competencies and registration of officers.
  - Consider opportunities for collaboration regional / hub working.
  - Create an earmarked reserve where any surplus income generated is reinvested into the service in accordance with the Building (Local Authority Charges) Regulations 2010.
  - Publish financial statement annually in accordance with the above regulations.

## **4. Legal implications**

4.1 There are potential risks to fulfil the requirements of the Building Safety Act and maintain service delivery if officers fail or refuse to undertake relevant competency validation to become registered. There are also potential sanctions for failing to account in accordance with the Building (Local Authority Charges) Regulations 2010 and CIPFA Local Authority Building Control accounting guidance 2010

## **5. Finance Implications**

5.1 The establishment of an earmarked reserve may have wider implications for the corporate budget.

## **6. Integrated Assessment Implications**

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

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

6.1.1 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'.

6.1.2 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.

6.2 As this is an information report there is no need for an IIA.

### **Background papers:**

#### **Building Safety Act**



[https://ccossecure-my.sharepoint.com/:w:/r/personal/peter\\_richards2\\_swansea\\_gov\\_uk/Documents/Desktop/The%20Building%20Safety%20Act%202022.docx?d=w4a2660bb10e64fbe9527f1a6a15ebe3a&csf=1&web=1&e=aR7v90](https://ccossecure-my.sharepoint.com/:w:/r/personal/peter_richards2_swansea_gov_uk/Documents/Desktop/The%20Building%20Safety%20Act%202022.docx?d=w4a2660bb10e64fbe9527f1a6a15ebe3a&csf=1&web=1&e=aR7v90)

**Audit Wales Report**

[‘Cracks in the Foundations’ – Building Safety in Wales \(audit.wales\)](#)

**Fees and charges legislation**

[The Building \(Local Authority Charges\) Regulations 2010 \(legislation.gov.uk\)](#)

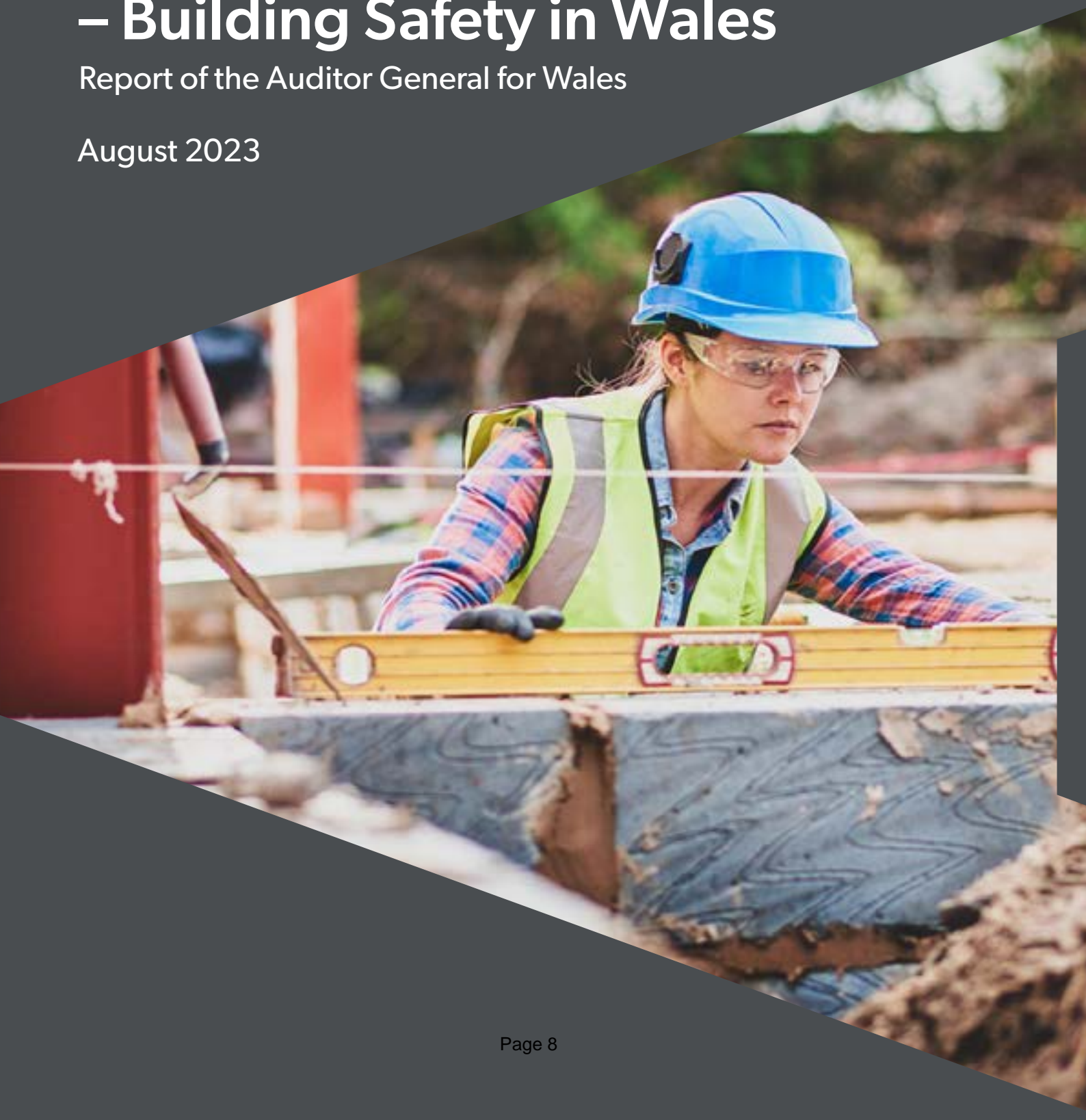
**Appendices:**

Appendix A – “Cracks in the Foundations – Building Safety in Wales

# 'Cracks in the Foundations' – Building Safety in Wales

Report of the Auditor General for Wales

August 2023



This report has been prepared for presentation to the Senedd under the Government of Wales Act 2006.

The Auditor General is independent of the Senedd and government. He examines and certifies the accounts of the Welsh Government and its sponsored and related public bodies, including NHS bodies. He also has the power to report to the Senedd on the economy, efficiency and effectiveness with which those organisations have used, and may improve the use of, their resources in discharging their functions.

The Auditor General also audits local government bodies in Wales, conducts local government value for money studies and inspects for compliance with the requirements of the Local Government (Wales) Measure 2009.

The Auditor General undertakes his work using staff and other resources provided by the Wales Audit Office, which is a statutory board established for that purpose and to monitor and advise the Auditor General.

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Mae'r ddogfen hon hefyd ar gael yn Gymraeg.

# Contents

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## Summary report

Context	4
Building Control and Building Safety in Wales	4
The Grenfell disaster and the Hackitt Inquiry	5
Key Conclusions	7
Key facts	9
Recommendations	11

## Detailed report

1	Responsible bodies are yet to develop comprehensive plans that set out how the new and revised responsibilities introduced by the Building Safety Act will be addressed	15
2	Resourcing issues make it unlikely that local authorities can successfully implement the new building safety regime or that services are fit for purpose	23
3	There is little evaluation of building control services across Wales and no national comprehensive system of building safety assurance	39

## Appendices

1	Audit Approach and Methods	46
2	Building Regulations Approved Documents	48
3	The Building Safety Regulator and Accountable Person	49
4	Scottish approach	51
	Operating model	51
	Response to Grenfell	52
	Local hub model	54

# Summary report

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## Context

### Building Control and Building Safety in Wales

- 1 Building Regulations are a set of legal requirements for the design and construction of new buildings, extensions, and material alterations to, and certain changes of use of, existing buildings. Building regulations help ensure that new buildings, conversions, renovations, and extensions (domestic or commercial) are safe, accessible and energy efficient.
- 2 The building regulations are defined by the Welsh Government and cover specific topics including structural integrity, fire protection, accessibility, energy performance, electrical and installation of combustion appliances. They also lay, for example, standards for drains, ventilation, protection against the ingress of water and protection against contamination including methane and radon gas. To help people to comply with them, the Welsh Government produces Approved Documents which offer detailed guidance and show ways of achieving compliance, expressed in simple functional statements – see **Appendix 2** for further information.
- 3 The primary responsibility for compliance with Building Regulations rests with designers, builders and building owners, and there are two routes open to them when seeking approval for their work<sup>1</sup>. They can choose to pay for either:
  - a local authority inspector from the local council and run through Local Authority Building Control (LABC); or
  - an approved inspector from a government-approved private building control company.
- 4 In practical terms, if construction work is proposed, the work must comply with these Regulations. Although work on a new build or extension may proceed before any formal consent, nothing can proceed beyond the inspection stages without the approval of an inspector. When the building is completed to the satisfaction of an inspector, a Completion or Final Certificate is issued (depending on who has approved the work). This certificate is only provided when all work has been approved and a final site inspection has passed.

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1 The system in Wales mirrors England and has largely been unchanged since the adoption of Part 2 of the Building Act 1984 which allowed for the introduction of approved inspectors as an alternative to obtaining building regulations approval from a local authority. In Scotland, all building control activities rest with local government and there are no private building approved inspectors.

- 5 They both work in the same way, checking plans prior to works commencing, physically inspecting work during the development, advising any changes as necessary to ensure compliance, before re-inspecting the job prior to signing the project off. However, only a local authority has powers of enforcement and prosecution where breaches of the Regulations occur. An approved inspector should hand the project over to the local authority if there are problems with the project that cannot be resolved informally. There can be heavy penalties, including fines and imprisonment, for breaches of the Regulations, although in practice this rarely happens.

### The Grenfell disaster and the Hackitt Inquiry

- 6 The building regulation regime was unchanged for many years until the Grenfell Tower Fire of 2017, in which 72 people died. Following this tragedy, an independent review into Building Regulations and fire safety was commissioned by the UK (United Kingdom) Government. Chaired by Dame Judith Hackitt, the review's report<sup>2</sup> was published in May 2018 and exposed long standing and serious issues<sup>3</sup> with the building safety system, including:
- **Ignorance** – regulations and guidance were not always read by those who needed to, and when they did the guidance was misunderstood and misinterpreted.
  - **Indifference** – the primary motivation of the system was to do things as quickly and cheaply as possible rather than to deliver quality homes which are safe for people to live in. When concerns were raised by others involved in building work or by residents, they were often ignored. Some of those undertaking building work failed to prioritise safety, using the ambiguity of regulations and guidance to 'game' the system.
  - **Lack of clarity on roles and responsibilities** – there was ambiguity over where responsibility lay, exacerbated by a level of fragmentation within the industry, and precluding robust ownership of accountability.
  - **Inadequate regulatory oversight and enforcement tools** – the size or complexity of a project did not seem to inform the way in which it was overseen by the regulator. Where enforcement was necessary, it was often not pursued. Where it was pursued, the penalties were so small as to be an ineffective deterrent.

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2 Judith Hackitt, [Building a Safer Future](#), May 2018

3 Sir John Egan, [Rethinking Construction: Report of the Construction Task Force](#), November 1998

- 7 The report recommended a new framework to replace the complex system that had grown over decades, along with a need to change culture from one that prioritises structural integrity and design to one which has equal emphasis on fire safety quality controls. Following the Hackitt Inquiry, both the Welsh and UK governments prioritised work on addressing the review findings culminating in the Building Safety Act 2022 (the 'Act')<sup>4</sup>. The Act represents the biggest shake-up of building safety regulation since 1984 in England and Wales.
- 8 This report looks at how the Welsh Government, local authorities and their key partners are implementing the requirements of the Building Safety Act 2022. The focus of our review has been on assessing the preparedness of bodies to take on their new and enhanced responsibilities, the resilience of existing services, and the robustness of building safety assurance systems. **Appendix 1** sets out our audit approach and methods.

# Key Conclusions

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- 9 Our overall conclusion is that responsible bodies – particularly local authorities and fire and rescue – are unable to effectively discharge their responsibilities and ensure buildings in Wales are safe.
- 10 In **Part 1** of the report, we consider the priorities set by the Welsh Government in respect of the Act and how well prepared local authorities are to deliver these. We found the Welsh Government prioritised responding to the Grenfell disaster, working with the UK Government. This resulted in the Building Safety Act 2022 which seeks to address longstanding problems in the regulation and oversight of building design and construction.
- 11 We found that the Welsh and UK governments are diverging in key policy areas, and some doubt remains on how the Act will be implemented in Wales, mainly because decisions in key areas are yet to be decided and agreed. This is creating uncertainty, with most local authorities who are responsible for delivering these changes and, by extension in terms of joint working, fire and rescue services, who are yet to develop comprehensive plans that set out how they intend to deliver their new and revised responsibilities.
- 12 In **Part 2** we consider the strength of local authority building control and enforcement services, the effectiveness of the fee-setting regime and how services are changing to strengthen resilience. We conclude that as a profession, building control and building safety face significant staffing challenges. An ageing workforce (see Key Facts below), poor succession planning, a wider lack of investment in services and training and development highlight that these services are neither resilient nor fit for the future.



- 13 We also have concerns with the financial management of building control, concluding that in some authorities current practices are potentially unlawful with services not operating in line with regulations and guidance. While the pandemic has helped local authorities modernise their services, utilising cloud-based IT (Information Technology) and remote working, their resilience nonetheless remains weak. Opportunities to strengthen services through collaboration and regionalisation are not being prioritised and little work has taken place in these areas.
- 14 Finally, in **Part 3** we examine building safety assurance arrangements. We found that the absence of a national framework for monitoring and evaluating building control and building safety means that local authorities and their partners are not working to agreed appropriate outcome measures, targets, or benchmarks. Coupled with limited scrutiny and evaluation of building control and building safety, and poor management of risk, we conclude that assurance systems are inadequate.



The Grenfell Tower fire was a national tragedy, the impact of which we continue to feel today. My report highlights major concerns with the implementation of the new system for Building Safety. Although it's heartening to see the passion and commitment from those working in the sector, I am concerned that not enough priority is being given to these services on the ground. The absence of robust plans, clear decision making, and adequate resources raises real fears that the new legislation will not be delivered and the problems it is seeking to address will remain.

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**Adrian Crompton**

Auditor General for Wales

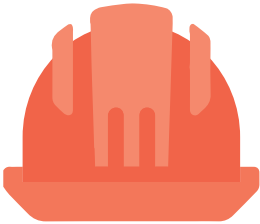


# Key facts

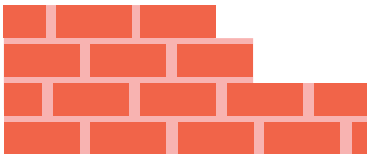


**177** total number of staff in building control

**11** total number of staff replaced in 2021-22

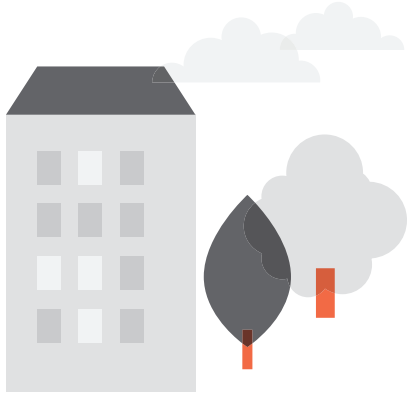


**0** number of surveyors or managers who have a disability

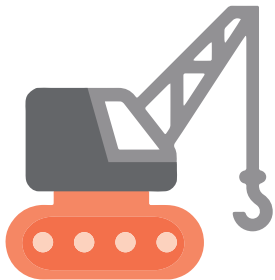


**96%** proportion of surveyors and managers that are white

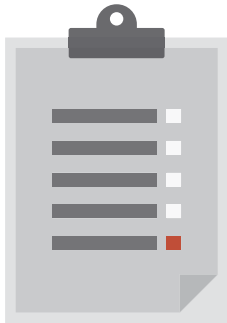
Of the of the **133** FTE surveyors and managers, **54.4%** are over the age of 50 and only **10%** under 30



**21** total number of staff who left building control in 2021-22

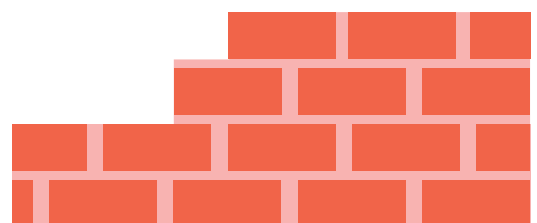
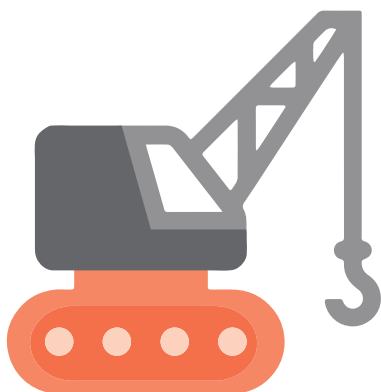
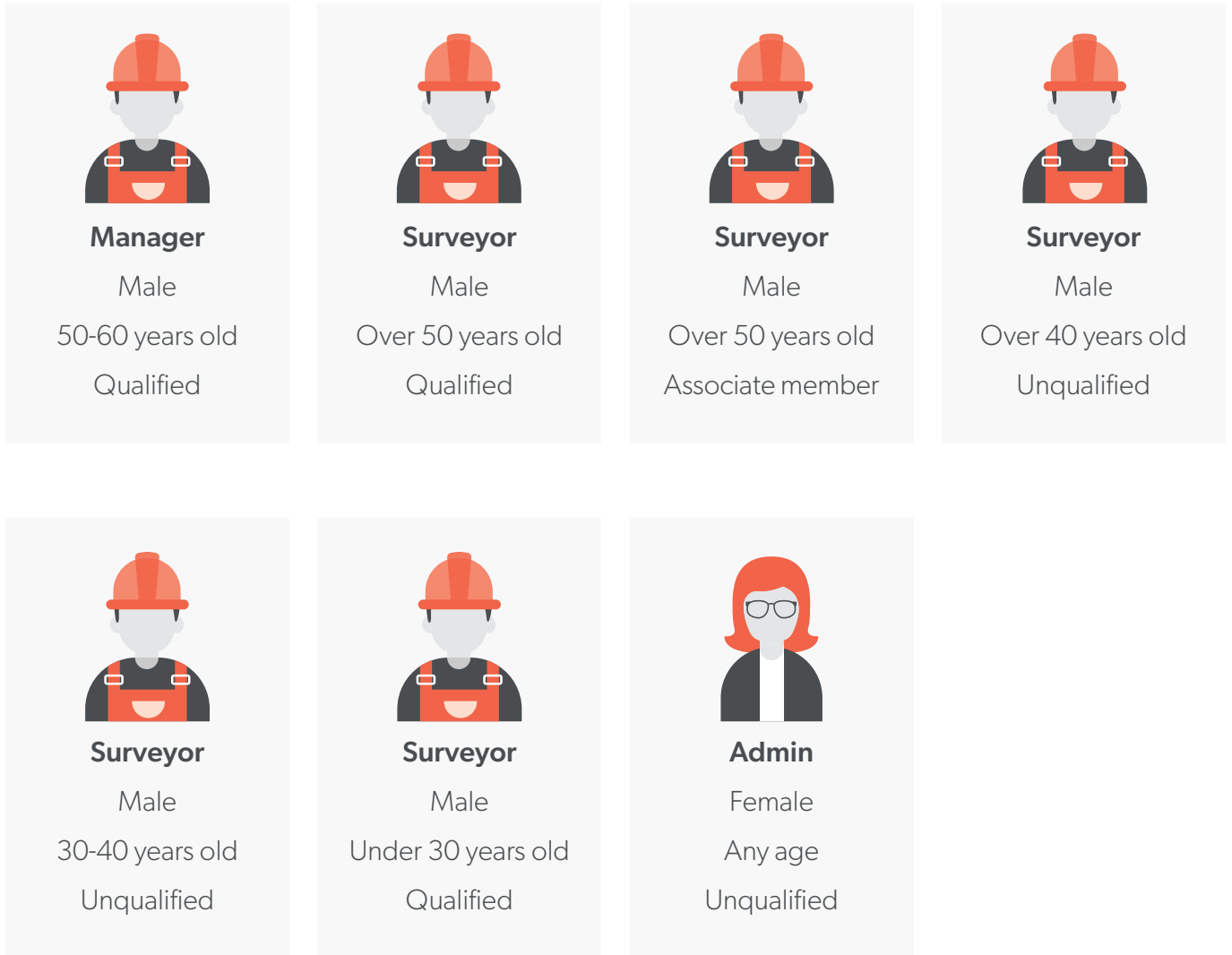


**118** Average applications handled per surveyor/manager



**100%** proportion of admin staff that are white

**The average local authority building control team is composed of:**



# Recommendations

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- 15 Our recommendations are set out below. We expect the Welsh Government and individual local authorities to consider the findings of this review and our recommendations and to complete an organisational response form and publish this. We also expect each local authority governance and audit committee will receive the report and monitor their response to our recommendations in a timely way.

## Exhibit 1: recommendations

### Recommendations

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- R1 The Welsh Government should provide greater clarity on the implementation and expectations of the Building Safety Act to ensure local authorities are able to deliver their new responsibilities and duties. This should include:
- clarifying the detailed requirements for competency and registration to enable local authorities to plan for these changes;
  - a specific timetable for development and adoption of Welsh guidance to ensure local authorities and others can deliver their duties; and
  - the Welsh Government should work with key stakeholders, such as LABC Cymru, to support understanding and implementation when guidance is issued.
- R2 The Welsh Government should ensure that it has sufficient resources to deliver the legislative and policy changes for Building Safety to reduce implementation risks.

## Recommendations

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- R3 The Welsh Government should review the mixed market approach to building control and conclude whether it continues to be appropriate and effective in keeping buildings in Wales safe. This should:
- assess the status quo against potential changes, such as the model of delivery in Scotland;
  - be framed around a SWOT analysis of costs, benefits, threats, and risks;
  - draw on existing research to identify good practice; and
  - be published and agree a way forward.
- R4 The Welsh Government should increase its oversight and management of the building control sector to ensure there is a robust assurance system in place for building control and safety by:
- creating a national performance framework with clear service standards to promote consistency of service. This should also include outcome measures to monitor performance and an evaluation and reporting framework for scrutiny.
  - developing a national building safety workforce plan to address the most significant risks facing the sector. This should include regular data collection and publication, as well as coverage of priorities, such as:
    - a greater focus on trainees to mitigate succession risks;
    - establishing aligned, national job roles matched to competency levels;
    - increasing the diversity of the sector to ensure it reflects modern Wales; and
    - specific funding to enable surveyors to obtain and maintain competence should also be considered.
  - the Welsh Government should explore with the further education sector how best to provide building control training in Wales to support succession planning, skills development, and competency.

## Recommendations

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- R5 Local authorities should develop local action plans that articulate a clear vision for building control to be able to plan effectively to implement the requirements of the Act. The Plans should:
- be based on an assessment of local risks and include mitigation actions;
  - set out how building control services will be resourced to deliver all their statutory responsibilities;
  - illustrate the key role of building control in ensuring safe buildings and be linked to well-being objectives and other corporate objectives; and
  - include outcome measures that are focused on all building control services, not just dangerous structures.
- R6 Local authorities should urgently review their financial management of building control and ensure they are fully complying with Regulations. This should include:
- establishing a timetable of regular fee reviews to ensure charges reflect the cost of services and comply with the Regulations;
  - annually reporting and publishing financial performance in line with the Regulations;
  - ensuring relevant staff are provided with training to ensure they apply the Regulations and interpret financial reporting correctly; and
  - revise fees to ensure services are charged for in accordance with the Regulations.
- R7 Local authorities should work with partners to make better use of limited resources by exploring the potential for collaboration and regionalisation to strengthen resilience through a cost benefit analysis of partnering with neighbouring authorities, establishing joint ventures and/or adopting a regional model where beneficial.

## Recommendations

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- R8 Local authorities should review risk management processes to ensure that risks are systematically identified, recorded, assessed, mitigated and subject to regular evaluation and scrutiny.



**Responsible bodies are yet to develop comprehensive plans that set out how the new and revised responsibilities introduced by the Building Safety Act will be addressed**

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- 1.1 In this section of the report, we consider the Welsh Government's response to Grenfell and the changes introduced, and planned, in the Act. We identify how local authorities and their partners are preparing for these changes and provide an analysis of how well placed they are to deliver them.

### **The Welsh Government prioritised work on responding to the Grenfell disaster and elected to work with the UK Government on the Building Safety Act 2022**

- 1.2 Following the Grenfell tragedy and the findings of Dame Judith Hackitt's inquiry, the Welsh Government established a Building Safety Expert Group. The view of the Expert Group was that while the flaws in the system are equally valid in Wales as they are in England, the context and therefore the solutions need to be different.
- 1.3 The scale of the high-rise landscape in Wales is not comparable to England where there are estimated to be over 11,000 high-rise buildings. At the time of the Expert Group work there were 147<sup>5</sup> high-rise residential buildings in Wales with up to five additional high-rise buildings being built each year.
- 1.4 In March 2019, the Expert Group published a roadmap<sup>6</sup> for making buildings in Wales safer, setting out both longer-term priorities but also shorter-term interventions that could be implemented immediately to ensure the failings of Grenfell were not replayed in the future. The Expert Group recommended:
- clarifying key roles and responsibilities;
  - ensuring the imbalance between building designers, contractors and regulators is tackled;
  - creating a single system with consistent standards by addressing the mixed economy of the two-tier system for building control with both public and private building control;
  - improving capacity and competence of building control officers;
  - creating an enforcement and sanctions regime which is delivering effective compliance and guaranteeing safety; and
  - raising standards with non-safe buildings being improved.

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5 As of March 2023 there are 171 high-rise residential buildings.

6 Building Safety Expert Group, [A Road Map to safer buildings in Wales](#), March 2019.

1.5 In January 2021, following the work of the Expert Group, the Welsh Government published its 'Safer Buildings in Wales white paper'<sup>7</sup>. The White Paper proposed revisions to the building safety regime and the separation of roles between duty holders and residents. Following consultation, most respondents agreed with the proposed approach but wanted, as much as possible, the Welsh policy regime to be consistent with England. Consequently, the Welsh Government elected to proceed jointly on some aspects of the UK Government's planned legislation, to take advantage of economies of scale and ensure appropriate alignment across England and Wales.

### **There is uncertainty as to how key elements of the Building Safety Act 2022 are being implemented in Wales**

1.6 The [Act](#) received Royal Assent on 28 April 2022 and focuses on the following key areas:

- the safety and standards of all buildings;
- assuring the safety of higher-risk buildings, both in construction and occupation;
- improving the competence of the people responsible for overseeing, managing, and delivering works to higher-risk buildings;
- ensuring clearer standards and guidance; and
- putting residents at the heart of a new system of building safety.

1.7 Alongside the Act, there have also been changes to fire safety law for buildings containing two or more sets of domestic premises in England and Wales. The Fire Safety Act 2021<sup>8</sup> clarifies application of the Fire Safety Order on who is responsible for managing and reducing fire risks in different parts of multi-occupied residential buildings and the parts of the building it relates to – for instance, the external wall, and doors between domestic premises and common parts.

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7 Welsh Government, [Safer Buildings in Wales: A Consultation: A Building Safety White Paper](#), 12 January 2021

8 [The Fire Safety Act 2021](#)

- 1.8 Through these changes, the Welsh Government wants to ensure there is absolute clarity about who has responsibility for the safety of a building at each different point in the process. The Construction (Design and Management) Regulations 2015 already set out who the key people are during a construction or refurbishment project. The Client, Principal Designer, Principal Contractor, designers, and contractors are all identified as 'dutyholders.'
- 1.9 Additional duties have now been placed on dutyholders in relation to building safety. Looking forward, they will be required to cooperate and share information with relevant regulatory bodies and will be responsible for ensuring compliance with building regulations. They will also need to ensure that they, and the people they employ, are competent to do the work they are undertaking. They will also have to comply with the regulatory requirements imposed on them.

The Building Safety Act 2022 came into force in April 2023. All aspects of the Act apply to England, but only Part 3 (with some minor exceptions) applies to Wales. Subsidiary legislation and guidance on Part 3 are currently being introduced by the Welsh Government, with full implementation and compliance set for April 2025. In addition, the Welsh Government is also developing legislation that will deal with the areas covered in Part 4 of the Building Safety Act 2022. This includes introducing a new Regulator for Wales (yet to be decided) and equivalent duty holder roles such as the Accountable Person.



1.10 These reforms apply to every eligible building project, whether it is building an extension, a block of flats or a shopping centre. The Welsh Government will therefore require that higher-risk buildings<sup>9</sup> within the scope of the different changes taking place to the various Building Safety Regimes will pass through stop points or 'Gateway points' before they can pass to the next stage of works. On its current timetable, the Welsh Government anticipates the new design and construction (building control) regime that covers Gateways will come into force in April 2025. The three Gateways are:



1.11 When passing through a Gateway point, those designing and constructing the building will have to evidence that the design and construction meet, and continue to meet, regulatory requirements and ensure that adequate safety measures and building information are in place so that they can be appropriately managed, maintained, and improved. They will also have to think about how building safety will be managed when the building is occupied. Consequently, the Act and subordinate legislation are aimed at creating a universal change in responsibility and culture within the building industry through the introduction of clearer standards and guidance and the establishment of a more effective regulatory and responsibility framework for the construction industry.

9 The definition of 'Higher-risk building' differs between England and Wales. In early 2023, the Welsh Government consulted on their proposed definition of 'a building that is at least 18 metres in height or has at least seven storeys where it also contains at least one residential unit or is a hospital or a care home'. The outcome of the consultation has not yet been published. In England, a building requires at least two residential units.

- 1.12 Importantly, the Act clarifies who has responsibility for fire and building safety throughout the life cycle of a higher-risk building and establishes two new roles to make this ambition a reality – in England this will be the Building Safety Regulator and the Accountable Person. In respect of the Building Safety Regulator, the UK Government has elected to appoint the Health and Safety Executive to deliver this function (see **Appendix 4** for further detail).
- 1.13 At present, the Welsh Government is planning to make the Building Control functions of the regulator for high-risk buildings a role for local authorities, but is yet to set out how this element of the new regime will work or what its expectations of local authority services are. The Welsh Government's decision to make local authorities the Building Safety Regulator for oversight of high-risk buildings is viewed with unease by some we have interviewed. Several approved inspector bodies (who work across England and Wales) and some fire and rescue service staff raised concerns that local authorities are not sufficiently resourced or suitably experienced to deliver this role. Instead, they would prefer to see Wales adopt the Building Safety Regulator system planned in England.
- 1.14 Overwhelmingly, local authorities and fire and rescue services are concerned about the late development and/or notification of policy decisions and options in implementing changes to the building safety regime introduced by the Act. For instance, every local authority officer interviewed raised concerns over the lack of detail on the process for registration of the Building Control profession, one of the most significant features of the Act, and something which will affect all Welsh local authorities, not just those with tall residential buildings.
- 1.15 Everyone working in building control, in both the private and public sector, will soon have to register if they want to continue to practise. In addition, all local authority building control surveyors will need to complete a regular formal assessment of their competence. Building surveyors and managers will need to be suitably qualified before they can practice, although there may be some transition time for this to take place. If training is required before they can undertake work, then this will take resources out of already stretched teams and backfilling may be needed to cover for this.
- 1.16 Taken together, these changes will have a significant impact on local authorities. However, at the time of our audit the new system had not been set out in draft nor consulted on. The Welsh Government plans to introduce the registration of all Building Inspectors and Building Control Approvers from October 2023. This is creating uncertainty and ambiguity and is reducing buy-in from those with building safety responsibilities, especially given the ever-decreasing window of opportunity.

1.17 Welsh Government officials we interviewed acknowledge that they have not been able to resource policy work as quickly as they would like, and this has not been helped by the recent retirement of two key members of staff who have been central to driving the changes in Wales. Consequently, many local authority officers noted a growing unease that progress in Scotland is well ahead of England and Wales, and England is now advancing more rapidly than Wales. This uncertainty is adding to their already challenging operating environment.

**Most local authorities and fire and rescue services have a good understanding of local building safety risks but are yet to set out how they plan to deliver the requirements of the Act**

- 1.18 The implications of the Act are wide ranging and local government needs to be well advanced in its preparation for delivering these enhanced responsibilities. Even though key policy choices are yet to be finalised in Wales, we would still expect to find those who manage building control and safety teams to understand the impact of the Act, especially the consistent Welsh Government messaging on the increased level of expertise that will now be needed to achieve and demonstrate competence and compliance.
- 1.19 Through our fieldwork we found that in general, both local authority and fire and rescue building safety staff have a good understanding of the number and locations of high-risk buildings. However, many admit that the level of detail and knowledge of design, construction and maintenance of these buildings varies and not all those we interviewed felt confident that they had an accurate and up to date picture. Despite this, we found that there is limited action taking place or planned in terms of updating and improving knowledge of the potential high-risk buildings within each area.
- 1.20 Many interviewees also flagged a lack of understanding on the potential implications of the Act both at a corporate level but also directly in key areas of operational activity, such as housing services. While most officers noted that there was an increased awareness in building safety immediately following the Grenfell disaster, the overwhelming majority noted that over time attention has since waned. Indeed, most noted that building control as an area of work rarely features as a corporate priority, and there is poor knowledge and understanding of the implications of the Act.

- 1.21 Very few local authorities have developed a specific plan to implement the changes being made to the building safety regime. In addition, no one we interviewed in local government could articulate a clear vision on what their service will need to achieve in terms of the Act and their enhanced responsibilities, nor a route map for its achievement. This reflects the low corporate priority given to building control. This is something that was echoed in our interviews with fire and rescue service staff, several of whom raised concerns with both the Welsh Government's and local government's prioritisation of building control services.
- 1.22 For example, building control is not a standalone service in 21 of the 22 local authorities and is most usually located in planning services and overseen by the lead officer for planning. There are also no member champions for building control. This means that the service often lacks agency, profile, and recognition. This contributes to building control officers feeling powerless, with most left to get on with it and manage as best they can, focusing on addressing day-to-day issues, rather than being able to invest time in planning for the medium to long term.
- 1.23 Overall, managers are focussed on maintaining service delivery and are not preparing or planning for the Act's reform of services. This is partly a result of the significant uncertainties that remain about how the Act will be implemented in Wales. The result is that local authority building control services have little influence and no prioritisation and are working in a very uncertain environment.



**Resourcing issues make it unlikely that local authorities can successfully implement the new building safety regime or that services are fit for purpose**

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- 2.1 In **Part 2** of the report, we set out how building control services are currently provided, primarily looking at the operating environment for local authorities but also considering the role of approved inspectors. We summarise the staffing and resource challenges facing the profession and how well positioned services are to overcome these.

### **Building control as a profession faces significant staffing challenges**

- 2.2 To effectively implement the Act requires local authorities and others to have staff who are competent, appropriately qualified, and adequately supported to maintain and update their skills and knowledge. In addition, it is also important that staff have opportunities to develop their experience, particularly in more complex buildings and changing construction standards, to be able to provide efficient and effective services.

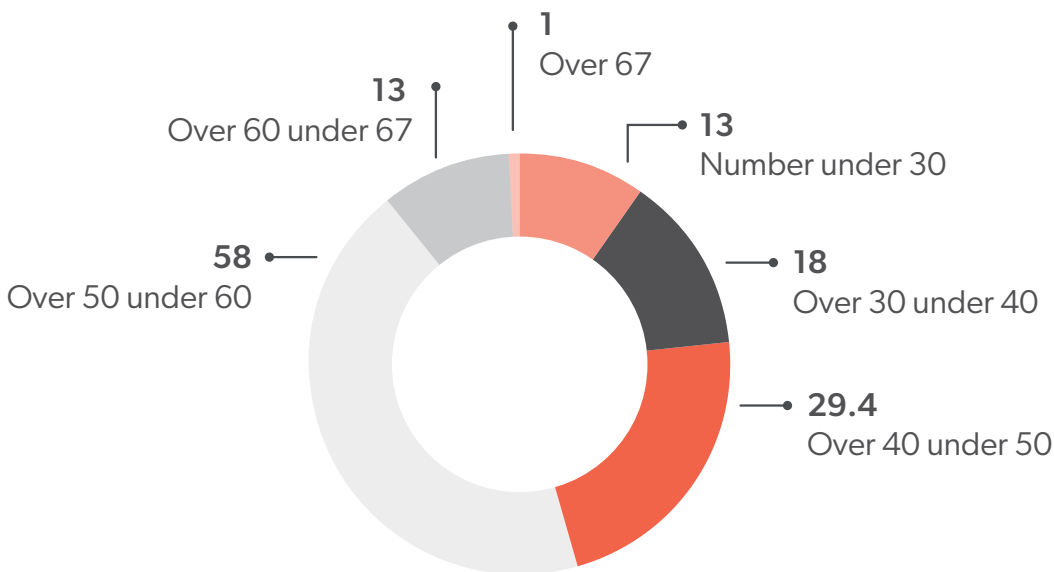
### **Building control is no longer seen as a good career choice and the challenging demographics are severely impacting the short and long-term resilience of services**

- 2.3 Historically, building control was seen as a positive career role. Many managers we interviewed noted that they had joined their local authority as a trainee and had benefitted from opportunities to progress their knowledge and responsibilities over time and had been supported to develop their careers within the organisation. However, in recent years this has changed. The impact of austerity has suppressed wages and reduced staff numbers to the extent that local authority building control roles are no longer seen as financially attractive and with less opportunity for career progression than in the past.
- 2.4 This is borne out by the ongoing recruitment challenge facing local authorities who struggle to fill vacant posts, even where market supplements are offered. For instance, at the end of March 2022, there were 18.5 Full-time Equivalent (FTE) vacant roles across Wales, including 14 building surveyors. Despite the detrimental impact on service delivery, only 2.2 FTE agency staff were appointed to bolster services and despite the increase in building control applications made during the pandemic and 2021-22.

- 2.5 Our survey of local authority building control services found that at the end of March 2022, there were 133 FTE building surveyors and managers and 44 admin staff working in these services. This translates to a surveyor or manager for every 23,361 residents in Wales. In comparison, the most recent published data in Scotland reported 498 building surveyors and managers and 134 admin staff<sup>10</sup>, which equates to one surveyor or manager for every 10,633 residents.
- 2.6 In addition to the ongoing recruitment and retention challenge, the age profile of local authority building surveyors is also concerning. **Exhibit 1** shows that of the 133 FTE surveyors and managers, 54.4% are over the age of 50 and only 10% under 30. This highlights operational and service continuity risks for local authorities which are likely to see a major loss of experience and knowledge when people retire in the next decade.

**Exhibit 1: building control managers and surveyors by age March 2022**

The ageing building control workforce represents a major risk for the implementation and delivery of the new building safety regime.



Source: Audit Wales survey

10 Data for 2021-22 not yet available. No comparative data for England exists. Scottish Government, Building Standards Workforce Data Collection Analysis Report 2021, June 2022

- 2.7 In particular, the loss of experience in the manager cohort is a significant risk. Of all managers, 10 (46%) have worked in local authority building control services for over 30 years, while 15 are over the age of 50. There is a widespread expectation that significant numbers of managers and surveyors will retire due to the uncertainty surrounding the registration and competency requirements (see above **paragraphs 1.15 – 1.17**). This will lead to a further reduction in capacity, and a loss of experience and leadership during a critical time of change when expectations and demands on services are increasing.
- 2.8 At the other end of the career cycle, very few trainees are being recruited to bolster services and address looming resource and experience gaps. Just seven trainees were in place in 2022, with only four in permanent roles following the completion of their studies<sup>11</sup>. Managers cited a lack of corporate support to take on trainees and the risk of losing newly qualified staff to approved inspectors as key barriers. This makes succession planning extremely challenging for all local authorities. More widely, the lack of fire engineers, a shortage of surveyors and assessors with sufficient knowledge of both high-rise structural safety and cladding systems, continue to be a concern.
- 2.9 The Local Government Association<sup>12</sup> in England has reported similar recruitment and retainment issues, noting that 43% of authorities struggle to recruit building control officers. Likewise in Scotland, similar demographic and succession issues were also identified but the earlier implementation of key changes has resulted in a more directive approach from the Scottish Government.
- 2.10 The Scottish Government developed a national workforce strategy<sup>13</sup> and had a vision to establish a sustainable, skilled workforce that makes building control 'a profession for everyone'. To support this ambition in Scotland, a Professional Competency Framework was introduced in May 2021. The framework helps to ensure that building verifiers at each level can demonstrate being suitably competent and is embedded through the Competency Assessment System<sup>14</sup>. This drives improvement based on current skills and is supported by other developments in the sector, such as a local authority hub (see **Appendix 4** for further information).

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11 Training for apprentices and new entrants is mainly provided under the National LABC programmes hosted by the University of Wolverhampton. The [Building Control Surveying Degree Apprenticeship](#) can train surveyors to different levels of competency related to their role. As a surveyor progresses through the levels, they can assess more complex buildings and obtain higher-level roles.

12 Local Government Association, [Local Government Workforce Survey 2022](#), May 2022

13 Scottish Government, [Building standards verification service: workforce strategy](#), October 2020

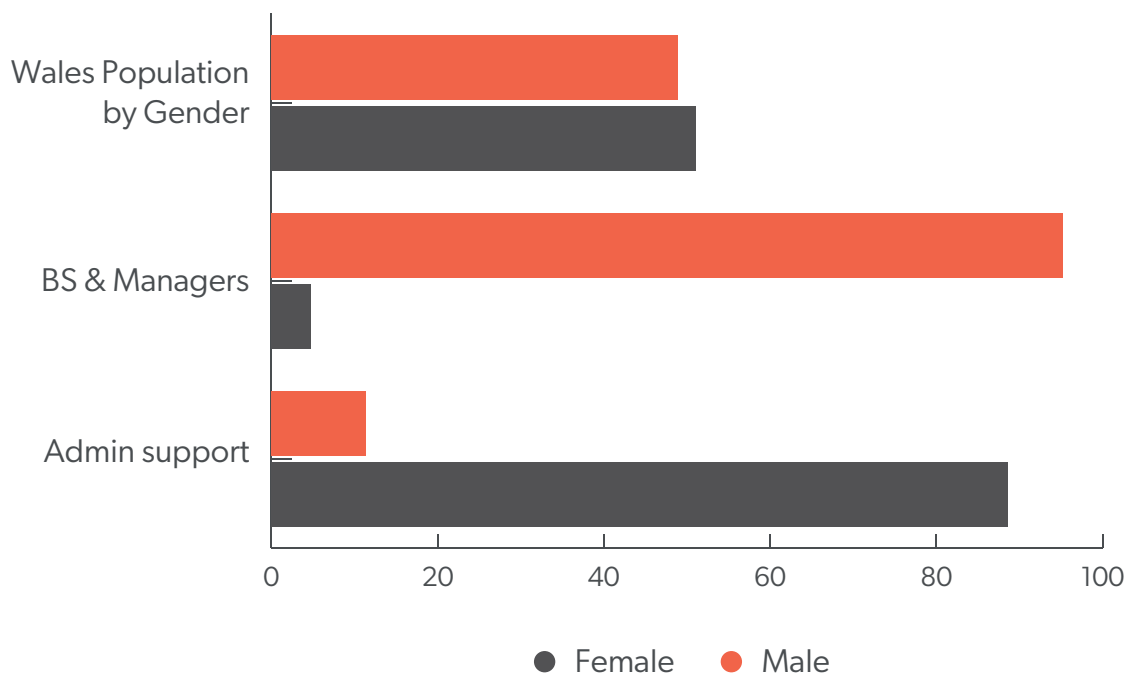
14 Scottish Government, [Building standards - verifiers: professional competency framework](#), May 2021

2.11 Scottish Government officials believe that the loss of experienced staff – 48 people (primarily building surveyors and managers) resigned from Scottish local authority building control services in 2021, following the quicker implementation of the new regulatory regime – is now being addressed. Through its workforce strategy and competency framework, local authorities are prioritising the upskilling of people and recruiting more apprentices. At this time, there are no mitigatory actions akin to the Scottish Government’s work planned in Wales.

2.12 The building control workforce also lacks diversity and is not representative of modern Wales. Our survey found that 100% of administrative staff and 96% of building surveyors and managers classify themselves as ethnically white Welsh or white British, and only 5% of administrative staff and no building surveyors or managers self-identify as having a disability. In addition, the roles within the workforce are clearly split along gender lines – **Exhibit 2**.

**Exhibit 2: the gender of building surveyors, managers, and administrative staff in Welsh local authorities in March 2022**

Professional building surveyor and manager roles are overwhelmingly occupied by men and lower-paid administrative roles by women.



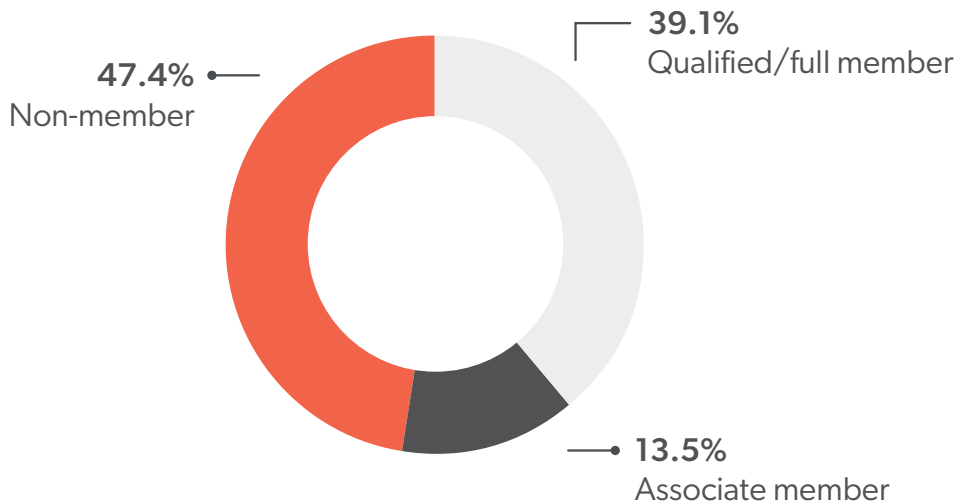
Source: Audit Wales survey and ONS (Office for National Statistics), [Population and household estimates, Wales: Census 2021](#)

**Access to training is limited and staff are not being supported to enhance and maintain their skills and knowledge**

2.13 To meet the registration requirements of the new building safety regime and ensure staff are competent to practise requires local authorities and their partners to invest in sufficient and timely training. Carefully planned and recorded continuing professional development and technical training are essential to keep abreast of modern technology and changing legislative requirements and their practical application. Importantly, professional accreditation such as membership of the Chartered Institute of Building, the Chartered Association of Building Engineers and Royal Institute of Chartered Surveyors is recognised as crucial to demonstrate competence. **Exhibit 3** shows that in March 2022 less than half of building surveyors and managers in Wales were full qualified members of a recognised and appropriate professional body.

**Exhibit 3: the proportion of building surveyors and managers who are members of professional bodies and their grade at the end of March 2022**

Less than 40% of building surveyors and managers are qualified and full members of professional bodies.



Source: Audit Wales survey

- 2.14 Additionally, some staff noted a growing problem of local authorities no longer paying for professional subscription fees because of pressures on finances. However, the need to demonstrate competence to meet the new registration standards is likely to place additional demands on local authority budgets to increase resources in professional training and qualifications to ensure they can deliver their statutory responsibilities. Most of the local authority officers we interviewed noted that this is not being factored into future budget setting.
- 2.15 The average number of training days taken by local authority staff in 2021-22 was five days for managers, six days for building surveyors and two days for administrative staff. Building Control officers we interviewed were clear that opportunities to train were, however, continuing to be limited by ongoing budget pressures and are often not actively promoted to avoid frontline staff being taken out of service delivery, even for short periods of time.
- 2.16 The building control fee setting guidance allows local authorities to increase their charges to pay for training and development to ensure they maintain a competent and skilled workforce. However, despite building control officers highlighting the importance of accruing money to fund training for staff, they noted that surpluses are often taken to fund other corporate priorities.
- 2.17 In March 2023, the UK Government provided a £16.5 million grant to the LABC to fund 110 new building control trainees for England to support the implementation of the Building Safety Act. No such funding has been provided by the Welsh Government. Despite a lack of investment, the LABC in England continues to make available training opportunities for Welsh local authority staff.
- 2.18 The resilience issues affecting Welsh local authority building control services are being felt in other parts of the industry. We found that the retention and recruitment issues facing local authorities are similarly being experienced by Welsh fire and rescue service. The lack of competitive reward packages and an ageing workforce with increasing numbers likely to take retirement in the short term is a growing challenge. Similarly, there are ongoing problems with the availability of qualified fire engineers and competition with the private sector, which offers better terms, conditions, and salaries, continues to encourage experienced fire and rescue service staff to leave.

2.19 Historically, where Welsh local authority staff have left, it has been most usually to join approved inspectors who offer more attractive salaries, terms of conditions of service, such as bonuses and company cars; have less responsibility for dangerous structures and enforcement cases; and are not dealing with the ongoing pressures created by austerity. However, in recent years the flow of staff from local authorities to approved inspectors has reduced and private sector building inspection services are also beginning to struggle to recruit sufficiently qualified and experienced staff. Representatives of several approved inspector bodies we interviewed noted that they have now begun to focus on growing their future workforce through trainee programmes due to a lack of available qualified staff in both England and Wales.

### **The pandemic has helped local authorities modernise their services, but enforcement remains a problem**

2.20 Despite the resourcing pressures faced by local authority building control teams, most continue to deliver their work effectively. This continued throughout the pandemic, which helped to accelerate efficiency improvements with the switch to home based working and digitisation of services.

2.21 At the time of the pandemic most building control surveyors used to travel to sites, meeting people face to face and making decisions on the ground, but with COVID-19 most of these processes could not be continued. Instead, building control services focused on finding solutions to their traditional ways of working by updating and changing services. Whilst some authorities were fully digital, for others the pandemic created an opportunity to improve their use of technology and switch to cloud-based services to both optimise efficiency and performance, but also bring working practices into line with the private sector. Several interviewees noted that without the pandemic, these developments would not have happened as quickly, if at all.

2.22 Enforcement is an important part of ensuring that buildings are safe and compliant. Activity can range from persuasion and dialogue to encourage change, to more hard-edged measures such as prosecution or the refusing to issue a completion notice. Through our fieldwork we found that enforcement remains problematic, mainly because local authority building control has two potentially conflicting functions.

- 2.23 Firstly, they are the local regulator of all building work in their area ensuring issues raised in the design and construction of buildings that do not meet the required standard are addressed. However, they are also secondly in competition with approved inspectors for work and need to generate sufficient income to pay for all their services. This is an inherent weakness of the mixed market system introduced in the 1980s and reflects the conflicting role of local authorities which have both a responsibility for policing building control but are also in competition with approved inspectors to secure work.
- 2.24 Given approved inspectors are required to refer individual cases of non-compliance with building regulations to local authorities to take enforcement action, similar disincentives are also in play. As with local authorities, maintaining relationships is an important consideration in maximising income and can discourage approved inspectors from wanting to take enforcement action.
- 2.25 Capacity, resources and capability are also significant barriers that can limit enforcement action. Officers cited the demands and cost of taking developers, property owners or managers to court as a barrier to local authorities in the current financial climate. Several approved inspectors echoed these views, expressing scepticism that local authorities have the resources or capacity to effectively enforce standards and take quick and decisive action.
- 2.26 Overall, we found that the relationship between local authorities and approved inspectors, which is critical to ensuring buildings are safe, is at best limited and at worse epitomised by a lack of trust and scepticism about the actions of each other. Indeed, several fire and rescue service officers we interviewed raised concerns over the robustness of building enforcement regulation more generally, both within local authorities but also in respect of approved inspectors.



## Some financial management practices in relation to building control appear to be unlawful

- 2.27 The Building (Local Authority Charges) Regulations 2010 (the 'Regulations') set the legal framework for the financial governance of local authority building control. The Regulations are intended to enable local authorities to be fair and transparent in how fees for services are charged.
- 2.28 The key principle of the Regulations is that authorities should recover their full costs and service users should only pay for the service they receive. Consequently, the Regulations split activities into chargeable, non-chargeable work and other building control services. Chargeable activity must be funded by fees, non-chargeable and other building control services are to be funded by the local authority general fund. **Exhibit 4** provides examples of activities.

### Exhibit 4: examples of chargeable, non-chargeable, and other building control activities

Chargeable activity	Non-chargeable activity	Other building control services
Approving or rejecting plans	Liaison with other authorities, eg Fire and Rescue Services	Dangerous buildings
Site inspections	Enforcement on behalf of Approved Inspectors	Demolitions
Consideration of work referred from AIs (Approved Inspectors)	Identifying unauthorised building work	Advice to other departments
Consideration of a regularisation certificate	Functions to support disabled people	Administration of safety at sports grounds
More than 30 minutes of pre-application advice	First 30 minutes of pre-application advice	Street naming or numbering

Source: CIPFA (Chartered Institute of Public Finance and Accountancy), Local authority building control accounting, 2010

- 2.29 To aid local authorities in setting and properly accounting for their fees and charges, the Chartered Institute of Public Finance and Accountancy (CIPFA) developed detailed guidance<sup>15</sup>. Taken together, the Regulations and CIPFA guidance require local authorities to:
- set and publish standard fees and means of calculating bespoke fees;
  - set hourly rate fees for both officers and specific, set factors;
  - monitor the breakeven position of the service with the aim to break even over a 'reasonable period;'
  - revise fees to prevent surpluses or deficits;
  - publish an annual financial statement for building control; and
  - consider establishing an earmarked reserve in the event of a surplus or deficit.
- 2.30 Additionally, the CIPFA guidance refers to proposals for regular monitoring from 2010 by 'the Department/National Assembly' to assess the impact of the Regulations overall and particularly to see whether local authorities were meeting the breakeven principle. Given that the building control functions under the Regulations exercisable by the National Assembly were transferred to Welsh Ministers by the Government of Wales Act 2006<sup>16</sup>, and the reference to 'the Department' appears to be a reference to the then UK Department of Communities and Local Government, it would seem that the reference to 'National Assembly' is erroneous and should have been a reference to the Welsh Government. [We understand, however, that neither the National Assembly (now the Senedd) nor the Welsh Government have undertaken such monitoring.]

### **Fee-setting approaches vary significantly and many are not compliant with Regulations**

- 2.31 Local authorities are required to review their fees each year to ensure that the income from chargeable activity is as close to the costs incurred in delivering services as possible. This makes ongoing monitoring of the breakeven position and regular recalculation of fees critical. It would be contrary to the Regulations for fees to be deliberately set above the estimated costs to be incurred (taking account of any estimated prior surplus or deficit) or knowingly allowed to fall below what it costs to deliver services.

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15 CIPFA, [Local authority building control accounting](#), 2010

16 Government for Wales Act 2006, Schedule 11, paragraph 30

- 2.32 Factors that should be considered when setting fees are specified in the regulations. Apart from the principle of breaking even and staff costs, the factors include use of the building, floor size, and cost. However, other potential considerations such as the competitiveness of fees and comparing with others are not specified in the Regulations. Such other considerations therefore appear not to be relevant considerations that may be considered. The CIPFA guidance sets out the process for calculating the fees and provides examples on how to do this.
- 2.33 We found that the process for deciding fees by local authorities varies, often significantly, from the guidance and Regulations. Of the 12 authorities that responded to our data collection exercise and provided information describing their fee-setting process, nine were not compliant. Most usually because they applied fixed inflationary uplifts; copied neighbouring authority fee revisions; used average national schedules of rates to set their own charges; and/or did not show how they had factored in specific local circumstances that underpin charging such as their staffing structure, central recharges and local operating context.
- 2.34 At the time of our fieldwork, several authorities noted that they were not reviewing fees annually and a smaller number admitted that they had not adjusted fees to reflect the actual cost of services for many years. In one case, fees had not changed since 2012. In addition, despite the requirement to base fees on hourly rates, two authorities were unable to provide this information. We have concluded that many local authorities' building control services are not charging and setting fees in line with the Regulations and CIPFA guidance. We also note that the published fee scales show significant variations for individual activities – **Exhibit 5**.

**Exhibit 5: example of fee differentials for Welsh local authority Building Control services 2022-23**

Fee type	Lowest fee	Highest fee	Differential	Median
Single dwelling plan fee	£117	£288	145.6%	£210
Single dwelling inspection fee	£274	£510	86.4%	£414
Single dwelling notice fee	£391	£915	134.1%	£671
Composite single dwelling fee	£495	£1,830	269.7%	£1,155

Source: Audit Wales analysis of published fee scales

2.35 Awareness of this issue was mixed among officers. Some are unaware of the financial performance of their service primarily because management of finances sits outside the service with non-building control specialists. Others were aware of the requirements of the regulations but described pressure on budgets which encouraged raising fees or a lack of knowledge of the requirements of the regulations corporately. This is extremely concerning and poses significant risks to achieving value for money from the service.

### **Financial management of surpluses and deficits is unclear and potentially unlawful**

- 2.36 Our survey of local authority officers found that of the 15 who provided a response, only five reported that their chargeable income is safeguarded (ie earmarked for application to building control services), one that only some is protected and nine reported that no income is safeguarded.
- 2.37 Where surpluses occur, authorities are encouraged, but not required, to create an earmarked reserve. Our review found that only four local authorities disclosed earmarked reserves for building control, although others may have deemed the sums involved financially immaterial and have not reported them. Regarding the financial performance of services, we found that 11 authorities were making a deficit at the end of 2021-22 and seven a surplus. Four were unable to provide this information.
- 2.38 The principles of the 2010 Regulations require that building control income, including surpluses, is to be used to provide building control activities. The CIPFA guidance notes that when calculating the total costs of the building control function, authorities are allowed to include training as an indirect employee cost when calculating fees. In addition, where surpluses are generated, these can be used to invest in service quality or to address regulatory changes.
- 2.39 We found that most building control officers were not uplifting fees to reflect the need to fund training and development for their staff due to wider corporate budget pressures. Indeed, some officers we interviewed anecdotally noted that building control fees were used to create surpluses to pay for other council services, although we saw no evidence of this in practice.

2.40 Overall, we have concluded that the implementation of the Regulations and the setting of building control charges more generally by local authorities fall short of legal and practical requirements. Our analysis highlights that most fees are not being set correctly and, where surpluses and deficits occur, these are not actively managed nor used for the purpose intended. This is particularly worrying because the Regulations were introduced to support good financial management and governance in building control services and correct implementation would help address some of the workforce, recruitment and training issues identified above.

**In almost all cases, financial reporting does not meet regulatory requirements and this hinders scrutiny of Building Control fee setting, income, and expenditure**

2.41 To demonstrate their financial governance of building control income and expenditure, the Regulations require local authorities to publish annual financial statements for these services. The Regulations require that, as a minimum, these Statements disclose the chargeable costs and income, any surplus or deficit, be published within six months of the financial year-end and signed off by the Section 151 officer. The CIPFA guidance includes a template that mirrors these requirements and a completed example to help local authorities demonstrate their compliance. As publishing a financial statement is a requirement of the regulations, failing to do so is unlawful.

2.42 From our review of local authority websites and financial statements, we found that only four have publicly available statements and only two of these met the reporting deadline. As noted at above, CIPFA guidance refers to proposals for scrutiny of whether authorities are meeting the breakeven principle. Welsh Government officials have, however, confirmed to us that this monitoring has not taken place in recent years and there remains a lack of oversight of building control financial performance and fee setting at both a national and local level.

## Progress on collaboration and regionalisation has been slow

- 2.43 Overall, local authority building control has not significantly changed despite the pressure on resources, capacity, and skills. Some authorities have made some innovations, such as Monmouthshire which has partnered with an estate agent to find new clients. Most authorities also operate the Partnership Authority scheme. This allows professionals, such as architects, to use the local authority of their choice to approve plans and the local authority where the site is located to undertake on the on-site inspections. For example, a supermarket chain may be based in England and can elect to use their local LABC team to approve plans but then use a Welsh authority to inspect a new store in Wales.
- 2.44 While the work of LABC Cymru – the pan-Wales officer network – is seen as positive, offering support, learning and the opportunity to share information, this has not translated into more formal change to help improve efficiency and strengthen resilience. The group has proven successful at keeping teams informed and supported, and there are several positive one-off instances of 'collaboration in crises'. For example, neighbouring authorities helping to deliver inspections and plan approval activities in Blaenau Gwent to help address short-term resource pressures in that authority. While we acknowledge that these are positive steps in the right direction, they fall short of addressing the significant challenges facing the sector, and greater, more fundamental change is needed.
- 2.45 There are opportunities to improve efficiency and effectiveness of services through greater collaboration and regionalisation of services. This can help local authorities to compete more effectively, meet the challenge of the new building safety regime and provide solutions to address the sector's many serious resourcing issues. For example:
- pooling staff to ease capacity issues and to mitigate the retirement risks inherent in the sector's demographics;
  - increasing spending power and opportunities to make savings through the joint commissioning and procurement of goods, services, and establishment of uniform charges for activities that cost the same (for example, external training);
  - enabling staff to develop specialisms, such as fire safety, to better manage high-risk buildings; and
  - strengthening capacity in back-office functions.

- 2.46 Despite stakeholders across the building control and safety sectors recognising and articulating the benefits of collaboration and regionalisation, we found little progress has been made to drive this forward. While many building control staff we interviewed can identify the potential benefits of collaborating with other building control teams, this has not led to more formal partnerships such as joint investigation teams. We acknowledge that the demands currently being placed on building control managers as individuals, and their reduced capacity to prioritise these activities, is clearly limiting opportunities to drive change. But given the challenges facing building control services, change is needed to prevent an escalation of the issues already present in the sector.
- 2.47 In Scotland, by comparison, the Local Authority Building Standards Scotland (LABSS) have established a hub model for the 32 local authorities to collaborate and implement improvement recommendations (see **Appendix 4**). The Hub acts as a central collaborator to move the sector in the same direction in the response to improvement recommendations. This has the potential to set a consistent service and standard across Scotland, supported by Scottish Government operational and performance frameworks. It is also helping authorities experiencing a staffing issue to broker support from another.
- 2.48 In response to the similar challenges that they face, Fire and Rescue Services are changing how they provide services. For instance, South Wales Fire and Rescue Service has moved from a dedicated specialist team to a larger team of Business Fire Safety officers. This is allowing the service to better manage the impact of staff turnover and create a more resilient workforce, by widening out the pool of staff who are gaining experience in building fire safety design and construction. Similarly, North Wales Fire and Rescue Service has switched from a service of uniformed fire officers delivering fire safety work to a service which increasingly draws on corporate staff to bolster performance. This is helping to improve efficiency and increase capacity.



**There is little evaluation  
of building control  
services across Wales  
and no national  
comprehensive  
system of building  
safety assurance**

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- 3.1 In this final Part of the report, we set out how management and evaluation of building control and building safety performance work and how risks are identified and mitigated.

### **There is limited understanding of how well services are performing**

- 3.2 Performance management and reporting are an essential element of good governance. Having a good range of key data allows you to understand the services you manage and helps underpin evidence-based decisions by providing insight and knowledge. The right data is also a precursor to feed-forward plans and helps organisations to learn from the past to inform the future.

### **The lack of a national performance management framework for building control and building safety makes it difficult to evaluate the performance of services**

- 3.3 At the time of our work there is no agreed national performance reporting framework for building control and building safety services in Wales. In the absence of a robust suite of national measures to manage and evaluate the performance of services, most local authorities focus on reporting against a narrow group of measures. We found that the key indicators most used relate to:
- timeliness measures such as the length of time taken to acknowledge and check applications, whether a site application is carried out on the agreed date, recording the site application notes within two days of an inspection and the number of completion certificates issued within a given period;
  - monitoring levels of customer satisfaction with the response of the service; and
  - market share – the proportion of the building control market a local authority covers.
- 3.4 While each of these are important and relevant, they do not provide sufficient detail to understand or judge the effectiveness of building control services. Whilst timeliness is a key factor in administering an efficient building control system, the measure places importance on dealing with large volumes of applications in the shortest time possible, without any consideration of the quality of the work carried out and does not provide any assurance that the work was carried out safely, risks were reduced and that the overall safety of a building's occupants was improved.

- 3.5 Because of these weaknesses, local authorities are unable to demonstrate that building control work is reducing risk and improving the built and natural environment and the quality of life in the area. For instance, we found that:
- no data is collected on the work of approved inspectors and fire and rescue services, and benchmarking to compare performance is not routinely undertaken. Consequently, performance reporting remains fragmented and does not provide adequate assurance – a major risk flagged in the Hackitt Report.
  - public reporting – notifying key stakeholders on the effectiveness of services and the service 'offer' – is similarly limited. This does not help to provide a comprehensive oversight of all building control and safety activity in an area, or nationally.
  - although there are some measures relating to risk, these are limited to buildings that have been recorded as dangerous structures. Risk, especially service resilience risk, is not something that is built into the performance framework as a central consideration of effectiveness.
  - little attention is given to actively managing financial performance and reporting against the requirements of the finance regulations, fee setting, comparison of costs, recharges, and deficits.
- 3.6 In addition, building control teams told us reporting was mainly responsive where concerns were raised rather than a routine part of their role. Where performance measures are recorded and monitored, this is often done on a team's own initiative, for their own purposes, and can be a lengthy manual process, due to poor integration between IT platforms. Where IT tools for automatic reporting do exist, we heard of examples where the system was underutilised or used inconsistently, due to weak processes or operating difficulties. In several cases, analysis is compiled on spreadsheets held locally by individuals, posing a risk to resilience and continuity when staff are absent.
- 3.7 The Scottish Government have a national framework to monitor and analyse performance. Measures were introduced in 2012 embedding learning from research that analysed previous performance reviews. Building safety is a ministerial responsibility in Scotland and providers are 'appointed' as verifiers (see **Appendix 4**). Although local authorities are typically selected, the appointment and reappointment process is driving consistency and standards, and provides a robust framework to assess performance.

### **Some local authorities work to the ISO 9001 quality management standard, but this does not provide sufficient assurance that services are working effectively**

- 3.8 Several local authorities have accredited themselves with ISO 9001, the international standard for Quality Management. The standard uses seven quality management principles focussed on:
- customer focus;
  - leadership;
  - engagement of people;
  - process approach;
  - improvement;
  - evidence-based decision making; and
  - relationship management.
- 3.9 The measures aim to promote understanding and provide consistency, adding value, effective performance, and improvement of processes. The standard also encourages organisations to adopt a risk-based approach, ensuring that preventative measures are taken before risks arise. Once an organisation receives accreditation, they are required to evaluate their compliance with the standard annually.
- 3.10 While authorities have found ISO 9001 helpful for raising standards and levels of consistency, we found that some authorities have chosen to opt out of the standard due to cost and the challenge of ongoing evaluation to demonstrate compliance. It is also questionable how useful the standard is in judging the effectiveness, efficiency and robustness of services given the many challenges facing building control we have reported on.

### **Scrutiny and evaluation of building control and building safety are limited**

- 3.11 Effective scrutiny is an essential element of good governance and helps provide assurance that things are working well or need to improve. Without a robust performance management system, scrutiny can only be as effective as the information and measures that are regularly scrutinised. We found that many local authorities' building control services do not formally report to a scrutiny committee on a regular basis to demonstrate the work, impact and risks facing the service.

- 3.12 For instance, we found that scrutiny is inconsistent across Wales, with many teams only being required to report their performance twice yearly and against a very narrow set of measures and information. In several authorities, there is no formal scrutiny of services. Several local authority officers we interviewed noted that from their experience, after the initial heightened interest in building control and building safety arising from the Grenfell disaster, member and senior officer contact is mostly limited and focussed on single issues of concern – a dangerous structure or a constituent's building control application. Several noted that member knowledge and understanding of building control are low and the risks and issues facing services mostly unknown.
- 3.13 In contrast, Scottish local authorities are required to annually report their performance against a series of key performance outcomes. These outcomes are then assessed alongside customer feedback and plans are developed to help drive improvement. Staff are encouraged to link these with improvement actions which can be used to monitor progress and identify key lines of enquiry for those charged with scrutiny. The assessment output is designed to be accessible to various levels of stakeholder, identifying strategic trends to government, promoting improvement operationally to verifiers, whilst also providing a transparent assessment for public consumption.

### **Risk management processes are inadequate**

- 3.14 There is a mixed approach to assessing risk, with some teams having their own risk registers, some feeding into corporate registers, whilst some do not formally record risks or track how they are mitigating them. Indeed, several officers we interviewed noted that known risks are often noted informally within teams and these are considered in isolation from other corporate wide risks.
- 3.15 This siloed approach poses a threat to resilience as the system relies too much on a small number of individuals who hold substantial amounts of knowledge without formally being recorded, shared with colleagues for information, or escalated for action. Only a small minority of local authorities we spoke with could describe the formal procedure of escalating risks, with many acknowledging such protocols do not exist. Without proper identification and recording of emerging risks, authorities are unable to make longer-term plans and prepare for future scenarios.

- 3.16 As contextual information is not routinely integrated with other service areas, it is not clear that sufficient understanding is present amongst accountable officers at each level of escalation. Where risks are raised, they will rarely meet the threshold required to be considered a corporate risk. Poor audit trails mean risks are not proactively mitigated, in an environment where capacity to provide this mitigation is often limited.
- 3.17 With teams often left to operate in isolation, raising corporate and other significant risks is likely to be more challenging than for higher profile services which figure more prominently and are fully integrated into the corporate reporting structure. Consequently, local authorities at their highest level may not be sighted of the many risks facing building control – poor succession planning, an ageing workforce, lack of diversity, insufficient skill mix, along with the implications of the new Building Safety Act.



# Appendices

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- 1 Audit Approach and Methods**
- 2 Building Regulations Approved Documents**
- 3 The Building Safety Regulator and Accountable Person**
- 4 Scottish approach**

# 1 Audit Approach and Methods

## Approach

For this work our approach has been to understand how well the Welsh Government, local authorities and their partners are strengthening and improving building control and building safety services following the Building Safety Act 2022. We have looked at the robustness of needs information, strategies, plans and policies; assessed the resilience of existing services and plans to strengthen these; and considered the robustness of assurance systems.

We examined all 22 principal local authorities in Wales at a high level, managing delivery to be mindful of the pressures local authority officers are under during post-pandemic recovery and the cost-of-living crisis. We ensured coverage was sufficient to draw a view on the whole sector but not to significantly detract from officers' service delivery responsibilities. Our approach was flexible to fit around officers when agreeing and delivering our fieldwork.

## Methods

We completed our review between January 2023 and August 2023 and used a range of methods in delivering our work:

- **document review:** we reviewed documentation from the Welsh Government, local authorities, Fire and Rescue Services and other relevant organisations. This included, relevant committee minutes, corporate strategies, business plans and policy documentation. We also reviewed information published by the UK Government and the Scottish Government.
- **interviews** – we undertook a range of different interviews:
  - **officer interviews** – we interviewed Building Safety lead officers in all 22 Welsh principal local authorities and all three Fire and Rescue Authorities. These interviews took place between January and April 2023.
  - **national interviews** – we interviewed representatives of the Welsh Government, the Scottish Government, private sector approved building inspectors, think tanks, academic institutions, and research bodies. These took place between March and April 2023.
- **focus groups** – in line with our approach, some local authorities felt it was more appropriate for us to speak to a range of officers in focus groups to reduce our impact on service delivery.
- **data collection** – we undertook a data collection exercise with local authority officers. This ran from January to April 2023, and we received responses from all local authorities. Some local authorities were unable to provide the information we requested, and we note this in the body of the report where relevant.
- **survey** – working with Community Housing Cymru we surveyed all housing associations in Wales but only received two responses. Consequently, we have not used this information in drawing together our findings.
- **websites** – local authority and external resources, eg CICAIR (Construction Industry Council Approved Inspectors Register), LABC, etc.



## 2 Building Regulations Approved Documents

The approved documents address the following matters and were last updated on the date listed:

- Part A – Structural safety – last updated April 2017
- Part B – Fire Safety – last updated December 2021
- Part C – Resistance to contamination and moisture – last updated April 2017
- Part D – Toxic substances – last updated April 2017
- Part E – Resistance to passage of sound – last updated April 2022
- Part F – Ventilation – last updated October 2022
- Part G – Sanitation, hot water safety and water efficiency – last updated May 2023
- Part H – Drainage and waste disposal – last updated April 2017
- Part J – Heat producing appliances – last updated April 2017
- Part K – Protection from falling, collision and impact – last updated April 2017
- Part L – Conservation of Fuel and Power – last updated March 2023
- Part M – Access to land and use of buildings – last updated April 2017
- Part N – Glazing safety – last updated April 2017
- Part O – Overheating – last updated October 2022
- Part P – Electrical safety – last updated April 2017
- Part Q – Security – last updated May 2018
- Part R – Physical infrastructure for high-speed electronic communications networks – last updated April 2016

## 3 The Building Safety Regulator and Accountable Person

The Act introduces two new roles – the Building Safety Regulator and Accountable Person – which are due to come into force in October 2023.

### The Building Safety Regulator

The Building Safety Regulator will have three core responsibilities: overseeing the safety and standards of all buildings; helping and encouraging the built environment industry and building control professionals to improve their competence; and leading implementation of the new regulatory framework for high-rise buildings in England. The Building Safety Regulator is also responsible for the performance of the building control sector to ensure standards are met, and for setting building standards.

The Building Safety Regulator (BSR) will be responsible for overseeing the safety and performance systems of all buildings. They will be given powers to enforce the rules and act against those that break them. And for high-risk properties, they will be able to implement more stringent rules, including how they are designed, constructed, and occupied. The three main functions of the BSR:

- oversee the safety and performance system for all buildings: this will be done through overseeing the performance of building control bodies across the public and private sectors, and by understanding and advising on existing and emerging building standards and safety risks;
- encourage increased competence by setting the direction of an industry-led competence committee and establishing competence requirements for registration of building control professionals; and
- lead the implementation of the new regulatory regime for higher-risk buildings, including having the powers to involve other teams, including the Fire Service, when making regulatory decisions regarding Building Safety.

The new BSR is under the control of the Health & Safety Executive (HSE) which is responsible for overseeing and driving improvements in the safety and performance of all buildings, and for enforcing a more stringent regime for higher-risk buildings.

Importantly, the provisions of the Act concerning the new Regulator only apply in part to Wales and the devolved government's exact position is still to be determined on this point.

### **Accountable Person**

For all higher-risk buildings, the appointment of an identifiable 'Accountable Person', who is responsible for ensuring that the fire and structural safety is effectively managed for the whole building.

The Accountable Person (building owner, freeholder, or management company) will have an ongoing duty to assess Building Safety risks and provide a 'Safety Case Report' which demonstrates how Building Safety risks are being identified, mitigated, and managed on an ongoing basis. They will also have to demonstrate how they are ensuring residents' safety. In buildings where ownership structures are complex, there may be more than one Accountable Person, in which case there will be a Principal Accountable Person.

## 4 Scottish approach

### Operating model

Within the Scottish system, building verifiers (surveyors) are appointed by the Minister for Local Government Empowerment and Planning under the Building (Scotland) Act 2003. This allows the Minister to appoint any building verifiers for a six-year term. Since the implementation of the Act in 2005, only local authorities have been appointed to undertake this role.

Prior to appointment, the Minister must consider the competence, qualifications, public accountability, and impartiality of the potential verifiers. To demonstrate these, an Operating Framework has been published to clarify how verifiers can demonstrate these behaviours.

After appointment, performance is monitored under a Performance Framework. There are seven key performance outcomes within the updated framework published in 2021:

- minimise time taken to issue a first report or to issue a building warrant or amendment to building warrant;
- increase quality of compliance assessment during the construction processes;
- commit to the building standards customer charter;
- understand and respond to the customer experience;
- maintain financial governance;
- commit to eBuilding Standards; and
- commit to objectives outlined in the annual verification performance report.

The Act also allows Scottish Ministers to set building regulations, the process for approval, enforcement, and set fees. Fees are set centrally and are determined by the Minister for all authorities. A calculator is provided within the online eBuildingStandards system to enable applicants to access the system and determine their fee.

## Response to Grenfell

Following Grenfell, a ministerial working group was set up in July 2017 to oversee reviews into building and fire safety. Review panels were formed to cover different issues and made a series of recommendations for stakeholders. The Building Standards Futures Programme Board (BSFPB) was established to provide guidance and direction on the implementation of these recommendations.

Chaired by a local authority chief executive, the Board is comprised of:

- Local Authority Building Standards Scotland (LABSS);
- Homes for Scotland;
- Royal Institute of Chartered Surveyors;
- Construction Scotland;
- Convention of Scottish Local Authorities;
- Scottish Futures Trust;
- Chartered Institute of Buildings;
- Federation of Master Builders;
- Royal Incorporation of Architects in Scotland; and
- Scottish Government.

The Board has seven workstreams underway to support implementation – **Exhibit 6**.

## Exhibit 6: Scotland's Building Standards Futures Programme Board workstreams

Workstream	Explanation
Workforce strategy	To support the adoption of the workforce strategy developed in response to the demographic challenges faced by the sector.
Compliance plan	To develop an approach for high-value and complex public buildings to ensure a planned approach to compliance throughout development.
Certification strategy	Development of a strategy for future appointment of verifiers.
Digital transformation	To support the implementation of the eBuildingStandards platform, launched in 2016.
Technical strategy	A review of how building standards are developed and communicated to promote compliance.
Verification standards	A review of the operating and performance frameworks to help verifier assessment against requirements and linking to skills.
Delivery models	A review to consider changes to business models within the 32 local authorities, including the hub project.

Source: [BSFPB](#)

Additionally, to ensure greater compliance and a response to recommendations, a Professional Competency Framework was introduced in May 2021. This established standardised job roles matched against educational awards and professional qualifications. It also provides examples of competencies based on experience to match existing staff, such as proven management and financial governance skills or specific niche training such as safety at sports grounds. The framework helps to ensure that building verifiers at each level can demonstrate being suitably competent.

To embed the Framework, a Competency Assessment System (CAS) was published. This enables individuals to identify their learning and experience gaps to better target training and development of the workforce.

## Local hub model

From the BSFPB, a new delivery model was developed through the Delivery Model Development Group (DMDG), comprising the Scottish Government’s Building Standards Division, Local Authority Building Standards Scotland (LABSS), the host local authority (Fife Council) and the Hub Directors, to foster collaboration and implement the recommendations for improving building safety and increasing compliance. This was launched in May 2022 and is being rolled out in a phased approach and is centred on six business units – **Exhibit 7**.

### Exhibit 7: Scotland’s Building Standards Futures Programme Board workstreams

Business unit	Function and services
Operational Partnership Unit	<ul style="list-style-type: none"> <li>• Maintaining network of bodies</li> <li>• Workload sharing</li> <li>• Access to expert structure and fire hubs</li> <li>• Best practice facilitation</li> </ul>
Scottish Type Approval Scheme Unit	<ul style="list-style-type: none"> <li>• Scheme management</li> <li>• Marketing</li> <li>• Fee setting</li> </ul>
Technical and Procedure Unit	<ul style="list-style-type: none"> <li>• Technical research</li> <li>• Information paper production</li> <li>• Technical support to the hub</li> </ul>
Digital Transformation Unit	<ul style="list-style-type: none"> <li>• Support digital delivery group</li> <li>• Liaison and support roles with stakeholders, LABSS, and other stakeholders</li> </ul>

<b>Business unit</b>	<b>Function and services</b>
Learning and Development Unit	<ul style="list-style-type: none"><li>• Management and operation of a virtual learning environment</li><li>• Management and operation of a learning management system</li><li>• Assistance with apprentice schemes</li><li>• Assistance with CPD (Continuing Professional Development)</li><li>• Management of the verifier position in relation to the Competency Assessment Scheme (CAS)</li></ul>
Core Business Unit	<ul style="list-style-type: none"><li>• Hub management</li><li>• Business and admin support</li><li>• Engagement with stakeholders</li></ul>

Source: BSFPB





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We welcome correspondence and telephone calls in Welsh and English.

Rydym yn croesawu gohebiaeth a galwadau ffôn yn Gymraeg a Saesneg.

# Agenda Item 7



## Report of the Cabinet Member for Corporate Services & Performance

Council – 21 March 2024

### Annual Review of Well-being Objectives

<b>Purpose:</b>	To recommend any changes to the Council's well-being objectives as the result of an annual review that requires, as set out in the Well-being of Future Generations (Wales) Act 2015, public bodies to assess whether their well-being objectives remain appropriate or not.
<b>Policy Framework:</b>	<i>Delivering a Successful &amp; Sustainable Swansea Corporate Plan 2023/28</i>
<b>Consultation:</b>	Access to Services, Finance, Legal.
<b>Recommendation(s):</b>	It is recommended that Council:  1) Approves that the Council's well-being objectives remain unchanged for 2024/28.
<b>Report Author:</b>	Richard Rowlands
<b>Finance Officer:</b>	Paul Roach
<b>Legal Officer:</b>	Debbie Smith
<b>Access to Services Officer:</b>	Rhian Millar

#### 1. Introduction

- 1.1 The Council's Corporate Plan 2023/28 *Delivering a Successful & Sustainable Swansea* includes a summary of the council's key priorities, known as 'well-being objectives', which are a requirement of the Well-being of Future Generations (Wales) Act 2015.
- 1.2 The Corporate Plan and well-being objectives were reviewed and updated for 2023/28. The review of the Corporate Plan and our well-being objectives for 2023/28 was undertaken by consulting with local people and by assessing, among other sources, the following evidence:

- Future trends and challenges.
  - Future Generations Commissioners Report 2020.
  - Our policy commitments.
- 1.3 The Well-being of Future Generations (Wales) Act 2015 requires that each year public bodies must review their well-being objectives. In doing so, public bodies can assess whether their well-being objectives are appropriate or not, to the extent that:
- they will contribute to the achievement of the national well-being goals;
  - public bodies consider they are taking all reasonable steps to meet them, and;
  - they remain consistent with the sustainable development principle.
- 1.4 This report sets out the methodology used to undertake the review of the Councils well-being objectives in readiness for 2024/25 and the outcome.

## **2. Methodology**

- 2.1 Each well-being objective is underpinned by evidence, including and not restricted to:
- The Future Generations Report.
  - Welsh Government Future Trends Report.
  - Swansea PSB Assessment of Local Wellbeing.
  - Welsh Government National Milestones and Indicators.
  - Swansea Council Policy commitments.
  - Annual Review of Performance.
  - Quarterly and Annual Performance Reporting.
  - Corporate Risks.
- 2.2 The well-being objectives were reviewed for 2024/25 by assessing any changes that had taken place since March 2023 to the evidence that was used to develop the objectives. This was done to determine whether any changes needed to be made to any of the well-being objectives in readiness for 2024/25.

## **3. Considerations**

- 3.1 The annual review of well-being objectives concerned the objectives themselves, i.e., a review of the evidence to help determine if the wording of the objectives needed to be changed, or whether new objectives should be added or existing objectives removed, or a combination of these different options or that no changes are required.

3.2 The review did not concern the detail in the Corporate Plan to deliver or measure progress meeting the well-being objectives, such as the steps in the Corporate Plan, the performance indicators and success measures. The detail in the Corporate Plan will be reviewed by April 2024 following approval of the Council's budget on March 6<sup>th</sup> and will link in with the service planning and PI setting process and will take into account any updates that are required.

#### **4. Outcome**

4.1 The outcome from the review determined that no changes were needed to the Council's well-being objectives for 2024/25. A report on the outcome from the review is attached at Appendix A.

#### **5. Integrated Assessment Implications**

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

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

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

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

- 5.4 The Corporate Plan is a high level and strategic document that sets out the Council's well-being objectives and how it will take steps to meet them.
- 5.5 A full IIA was applied in March 2023 to the development of the Corporate Plan and to the well-being objectives for the five-year period 2023/28.
- 5.6 The annual review of well-being objectives concerns the objectives themselves, i.e., a review of any changes made to the evidence since March 2023 to help determine if the wording of the objectives needed to be changed, or whether new objectives should be added or existing objectives removed, or a combination of these different options or that no changes are required.
- 5.7 The review did not concern the detail in the Corporate Plan to deliver or measure progress meeting the well-being objectives, such as the steps in the Corporate Plan, the performance indicators and success measures.
- 5.8 The review concluded that the evidence suggested no changes were needed to the Council's well-being objectives for 2024/25 and so the IIA completed in March 2023 still applies.

## **6. Financial Implications**

- 6.1 In the current and anticipated financial environment further discussion and consideration will be required around priorities and target setting to ensure they can be delivered within available budgets and resources.

## **7. Legal Implications**

- 7.1 There are no legal implications associated with this report.

**Background Papers:** None.

### **Appendices:**

- Appendix A Analysis of well-being objectives evidence
- Appendix B IIA screening form

## **Appendix A - Analysis of the Evidence for the Well-being Objectives**

### **1. Introduction**

1.1 The Well-being of Future Generations (Wales) Act 2015 requires that each year, public bodies must review their well-being objectives. In doing so, public bodies can assess whether their well-being objectives are appropriate or not, to the extent that:

- they will contribute to the achievement of the national well-being goals;
- public bodies consider they are taking all reasonable steps to meet them, and;
- they remain consistent with the sustainable development principle.

1.2 This report is an analysis of the evidence by assessing any changes that have taken place since March. This will help determine whether any changes need to be made to any of the well-being objectives in readiness for 2024/25.

1.3 The analysis does not concern the detail in the Corporate Plan to deliver or measure progress meeting the well-being objectives, such as the steps in the Corporate Plan, the performance indicators and success measures. The detail in the Corporate Plan will be reviewed by April 2024 as part of service planning to see if any updates are required.

1.4 Each well-being objective is underpinned by an evidence pack, including and not restricted to:

- The Future Generations Report.
- Welsh Government Future Trends Report.
- Swansea PSB Assessment of Local Wellbeing.
- Welsh Government National Milestones and Indicators.
- Swansea Council Policy commitments.
- Annual Review of Performance.
- Quarterly and Annual Performance Reporting.
- Corporate Risks.
- Council and Cabinet reports
- Scrutiny reports
- Service Transformation Committee reports

1.5 The analysis has been conducted by identifying the key pieces of evidence for each well-being objective, summarising the evidence in each objective (highlighting where there is additional / new / a change in evidence) and concluding in each case whether the evidence suggests that there should be a change to a well-being objective.

### **2. Safeguarding People from Harm**

2.1 The evidence and key drivers underpinning the Safeguarding People from Harm well-being objective includes the following sources of information:

- Director of Social Service Annual Report 2022/23.

- Annual Report - Corporate Safeguarding 2022/23.
- The West Glamorgan Regional Partnership for Health and Social Care Area Plan.
- Update on Local Area Co-ordination.
- Swansea Council Corporate Improvement Plan.
- Integrated impact assessments alongside policy development.
- Swansea Council Policy Commitments (updated in 2022).
- Update on how Council's Policy Commitments translate to Adult Services.
- Delivering of Corporate Priorities / Council's Policy Commitments in relation to Child and Family Services.
- Swansea Council Performance Monitoring Reports.
- Performance Monitoring – Adult Services.
- Performance Monitoring – Child and Family Services.
- Swansea Council Corporate Risks.
- Residential Care Services (including update on Ty Nant).
- Adolescent Strategy and Action Plan.
- Update from Regional Safeguarding Board.
- Safeguarding Quality Unit Annual Report.
- Update on Contextual Missing Exploited & Trafficked (CMET).
- Update on Progress with Child and Adolescent Mental Health Services (CAMHS).
- Corporate Parenting Board Update.
- Internal Residential Care Provision Model of Delivery.
- West-Glamorgan-Regional-Carers-Strategy.

- 2.2 The evidence shows that there is a need to continue to ensure that there are high quality, accessible, and integrated health and social care services for adults children and families who need our care and support. Through 'coproduction' – we will involve people in everything we do, focusing on 'what matters most' to them as citizens and place them at the centre of their own care and support and by coproducing services to achieve better outcomes. The evidence supports the need to continue to work in partnerships and regionally to improve the safety, the health, and the wellbeing outcomes of our most vulnerable citizens and carry on with transformation programmes to modernise social care services, to achieve a more preventative, sustainable approach and net zero carbon footprint.
- 2.3 Since March 2023, updated evidence and the implementation of the steps to deliver this Safeguarding People from Harm well-being objective has been reported through Council, Cabinet, Governance & Audit Committee, Scrutiny Performance Panel – Adult Services, Scrutiny Performance Panel – Child and Family Services and the Social Care and Tackling Poverty Service Transformation Committee.
- 2.4 Despite the challenges and pressures Child and Family Services and Adult Services have faced on its post pandemic recovery, it has continued to not only deliver a safe and effective service, but also to co-design improvements and service change with key stakeholders. We are continuing to involve people in everything we do, focusing on 'what matters most' to them as

citizens, placing them at the centre of their own care and support and by coproducing services to achieve better outcomes. Although new evidence for 2022/23 show that the numbers of children in need of care and support has increased, the number of children placed on the child protection register has remained consistent and the numbers of children needing to become looked after is on a gradual downward trend, suggesting our range of early help approaches are effective. We are continuing to manage the risks to young people associated with exploitation outside of the family home through our proactive approach to contextual safeguarding and by the development of our CMET (children missing, exploited or trafficked) team helping to mitigate those risks. New evidence outlined in the Annual Report – Corporate Safeguarding 2022/23, shows that we are continuing to promote safeguarding vulnerable people as everyone’s business, across the Council by the roll out of Safe Voices and Safe Workforce activities.

- 2.5 In terms of Adult Services, new evidence suggests that there is a need to improve social care capacity across adult services, including investment in house domiciliary care capacity, extensive work with commissioned providers to try new models, work with third sector colleagues on establishing more micro enterprises, an enhanced bedded reablement offer and investment in different approaches to direct payments both for carers and the cared for. This investment, new models of service delivery and commissioning arrangements are helping to ensure that there are high quality and more accessible, and integrated health and social care services for adults children and families who need our care and support. However, workforce sufficiency across essential registrant posts remains a limiting factor and increasing demand for adult managed care services will need to be dealt with through the remodeling of early help and prevention services to ensure services remain effective and financially sustainable.
- 2.6 The evidence reported supports the rationale for Safeguarding People from harm to remain a corporate priority and well-being objective.

### **3. Improving Education and Skills**

3.1 The evidence and key drivers underpinning the Education and Skills well-being objective includes the following sources of information:

- the Future Trends Report.
- Future Generations Commissioners Report 2020/21.
- the Children’s Commissioner – Annual Report 2022.
- Swansea Council Children and Young People’s Rights Scheme 2021.
- Swansea – Assessment of Local Well-being 2022.
- Wales – Well-being of Wales Report (National Indicators).
- Swansea – Corporate Improvement Plan.
- The Welsh Index of Multiple Deprivation 2019.
- The Pupil Level Annual School Census.
- The School Workforce Annual Census (SWAC).
- The Curriculum for Wales 2022.



- Cymraeg 2050 Strategy.
- Additional Learning Needs and Education Tribunal (Wales) Act 2018 (legislation.gov.uk) and ALN Code 2021.
- The Equality Act 2010 (Disabled School Pupils) (Wales) Regulations 2021 (legislation.gov.uk).
- The Estyn inspection framework.
- Estyn inspection data of schools and PRU, inspection of Swansea Council Local Government Education Services in 2022 and thematic reviews.
- Integrated impact assessments alongside policy development.
- Swansea Council Policy Commitments (updated in 2022).
- Swansea Council Performance Monitoring Reports.
- Swansea Council Corporate Risks.
- Swansea Council Education Policies (the Inclusion Strategy, the Welsh Language Skills Strategy, Leadership Support Strategy, the Teaching Support Strategy, the Designing Destinations Strategy, the Equity in Education Strategy and the New and Better Schools Strategy).

3.2 The evidence shows that there is a need to ensure that all children and young people attend school regularly, are included and resilient and have the skills to be able to enter local employment opportunities and to develop to their full potential. The evidence also shows that there is a need to ensure that children and young people's learning, health and well-being is supported, particularly following the impact of the Covid-19 pandemic. There is also a need to ensure that the support for the provision of additional learning needs is stronger and places children and young people at the centre of decision making. The evidence also shows that children and young people should have the opportunity to learn Welsh language skills, speak the language confidently and be aware of the benefits of bilingualism and multilingualism. In order to ensure that all children and young people have the opportunity to develop to their full potential, there is a need to support and maintain effective school leadership and excellent teaching and work towards ensuring that all learners receive their education in environments that are safe and sustainable communities for learning.

3.3 Since March 2023, updated evidence and the implementation of the steps to deliver this Improving Education and Skills well-being objective has been reported through Council, Cabinet, Scrutiny Performance Panel, Governance and Audit Committee, Partneriaeth and the Education and Skills Service Transformation Committee.

3.4 New evidence shows that the Inclusion Strategy will address this longer term challenges of this objective by embedding universal provision for additional needs, specialist places for additional needs and a whole school approach to emotional health and psychological wellbeing. The strategy will promote attendance, inclusion, learner participation in decision making and reduction in peer-on-peer bullying and harassment in schools. The Equity in Education Strategy will also seek to ensure that children and young people's health and well-being is supported by delivering a strategy to embed trauma informed practice across all schools, actions to reduce the impact of poverty on

learners, support for vulnerable learners and to meet our responsibilities as corporate parents. By delivering our Leadership Support Strategy and Teaching Support Strategy we will ensure that leaders and practitioners are supported to maintain delivery of excellent education in all learning settings in order to ensure that learners develop to their full potential and have the skills and knowledge to enter employment. Our school buildings programme will deliver this objective by ensuring that all learners to receive their education in environments that are safe and sustainable communities for learning. The implementation of the Council's Welsh in Education Strategic Plan and Welsh Language Skills Strategy will help to address this well-being objective by ensuring that all schools are supported to develop learners skills and all learners have the opportunity to speak the language confidently and realise the benefits of bilingualism and multilingualism.

The evidence reported supports the rationale for Improving Education and Skills to remain a corporate priority and well-being objective.

## **4. Transforming our Economy & Infrastructure**

4.1 The evidence and key drivers underpinning the Transforming our Economy and Infrastructure well-being objective includes the following sources of information:

- the Future Trends Report.
- Future Generations Commissioners Report 2020/21.
- Swansea – Assessment of Local Well-being 2022.
- Wales – Well-being of Wales Report (National Indicators).
- Swansea's Economic Recovery Action Plan.
- Regional Economic Development Plan.
- Local Economic Delivery Plan.
- Lower Swansea Valley Programme (Levelling Up Funds).
- Swansea Council Community Benefits Policy.
- Swansea Bay City Deal Programme.
- Active Travel Programme.
- Sustainable Transport Strategy.
- Swansea Destination Management Plan.
- Swansea Bay Strategy.
- Tourism Destination Management Plan.
- Swansea Council Corporate Improvement Plan.
- The Welsh Index of Multiple Deprivation 2019.
- Integrated impact assessments alongside policy development.
- Swansea Council Policy Commitments (updated in 2022).
- Swansea Council Performance Monitoring Reports.
- Swansea Council Corporate Risks.

4.2 The evidence shows that there is a need to increase economic performance and create wealth and employment opportunities to improve the well-being of Swansea's citizens. There remains an imperative to lever all investment and funding opportunities in realising this objective including UK Government City

Deal, Levelling up and Shared Prosperity Fund, Welsh Government Transforming Towns, Economy and Creative Wales and other major funds. The evidence shows that there is a need to support our local economies to achieve resilience in the face of future global, national, and regional challenges, in particular the city centre and our small independent businesses. In order to transform our economy, there is a need to support individuals, businesses and communities through our employment and business support, regeneration activities, cultural assets, transport connectivity, planning and other practical measures. The evidence also shows that there is a need to take advantage of untapped growth potential to generate sustainable energy, deliver on net zero commitments, protect the environment and boost the economy.

- 4.3 Since March 2023, updated evidence and the implementation of the steps to deliver this Transforming our Economy and Infrastructure well-being objective has been reported through Council, Cabinet, Scrutiny Programme Committee, Governance and Audit Committee, Scrutiny Performance Panel – Development and Regeneration and the Economy and Infrastructure Service Transformation Committee.
- 4.4 New evidence shows that the Local Economic Delivery Plan will help drive forward investment, economic activity, reduce the ongoing productivity gap, increase employment and support the development of new businesses. The plan will also support a change in the current business sectoral mix towards higher skilled, higher paid employment. Our new Smart City Infrastructure Agreements, will help to address the longer-term challenges of this well-being objective in relation to developing arrangements on a digital and connected future and new models of working. Swansea's Destination Management Plan, the Swansea Bay Strategy and the Tourism Destination Management Plan will address the longer-term challenges of this well-being objective by building on the visitor, tourism and hospitality economy, capitalising on our assets and strengthening our local economy through increasing employment opportunities and having a positive impact on places.

The evidence reported supports the rationale for Improving Transforming our Economy and Infrastructure to remain a corporate priority and well-being objective.

## **5. Tackling Poverty and Enabling Communities**

- 5.1 The evidence and key drivers underpinning the Tackling Poverty and Enabling Communities well-being objective includes the following sources of information:
- the Future Trends Report.
  - Future Generations Commissioners Report 2020/21.
  - Swansea – Assessment of Local Well-being 2022.
  - Wales – Well-being of Wales Report (National Indicators).
  - Swansea Council Tackling Poverty.
  - A Snapshot of Poverty in Summer and Winter 2023 (Bevan Foundation).

- Time for Change – Poverty in Wales (Wales Audit Office).
- “Together we can” – community resilience and self reliance (Wales Audit Office).
- Child Poverty Strategy for Wales 2023 (Welsh Government).
- Swansea Council Corporate Improvement Plan.
- The Welsh Index of Multiple Deprivation 2019.
- Integrated impact assessments alongside policy development.
- Swansea Council Policy Commitments (updated in 2022).
- Swansea Council Performance Monitoring Reports.
- Swansea Council Corporate Risks.

5.2 The evidence shows that there is a need to address the Cost-of-Living crisis and ongoing economic challenges will continue to impact on individuals, families and communities across Swansea. Levels of poverty remain persistently high – with almost a quarter of people in Wales living in poverty – and impacts on life expectancy, health outcomes and adverse effects on the poorest areas. People’s experiences of poverty covering a range of common issues including access to essential resources such as housing, fuel, energy, clothing, footwear, food, and water, as well as support with finances, exclusion from services, and emotional and relationship issues. There are often extra costs that people on low incomes must pay for essentials – such as transport, fuel and food – due to the poverty premium, compounded by the ongoing Cost of Living crisis. The evidence shows that the Council has an important role to play in helping people to alleviate poverty, improving their personal prosperity through better skills and jobs, and addressing some of the key issues influencing poverty such as homelessness. The evidence also show that it is important to embed the lived experience of people in poverty across our services to ensure that we understand and meet those needs and that we create communities that are safe and resilient where people’s rights and needs are respected and they can prosper.

5.3 Since March 2023, updated evidence and the implementation of the steps to deliver this Tackling Poverty and Enabling Communities well-being objective has been reported through Council, Scrutiny Programme Committee, Governance and Audit Committee, Scrutiny Performance Panel – Adult Services and the Social Care and Tackling Poverty Service Transformation Committee.

New evidence from the Bevan Foundation shows that more than one in eight households (14 per cent) either sometimes, often or always do not have enough for all the basics and large numbers of people are going without essentials, without heating in their home and eating smaller meals or skipping meals in their entirety. The Council’s refreshed Tackling Poverty strategy addresses this objective by taking a holistic person-centred approach to poverty and the development of pathways of support out of poverty. The Council’s new Tackling Poverty strategy also builds on the recommendations of the Wales Audit Office “Time for Change” recognising a strengths base approach where the strengths of individuals, communities and networks can be capitalised upon to help tackle poverty e.g. building on community assets and creating opportunities for work experience and volunteering. The Welsh

Government's new Child Poverty strategy will help address the longer-term challenges of poverty in terms of access to essential resources, preventing need from escalating and improving well-being and long-term outcomes. The numbers in temporary accommodation have continued to grow as a result of a higher number of presentations, coupled with a lack of move-on accommodation. We are now (Quarter 3) at the highest level of households occupying Bed and Breakfast (B&B) accommodation ever. To mitigate this, we are progressing with an alternative to B&B, which will create an additional 60+ units of temporary accommodation but there are concerns about being able to continue to sustain these high numbers in temporary accommodation.

The evidence reported supports the rationale for the Tackling Poverty and Enabling Communities to remain a corporate priority and well-being objective.

## **6. Delivering on Nature Recovery and Climate Change**

6.1 The evidence and key drivers underpinning the Delivering on Nature Recovery and Climate Change well-being objective includes the following sources of information:

- the Future Trends Report.
- Future Generations Commissioners Report 2020/21.
- Swansea – Assessment of Local Well-being 2022.
- Wales – Well-being of Wales Report (National Indicators).
- Local Nature Recovery Action Plan for Swansea.
- Climate Change Update.
- Delivering on Nature Recovery and Climate Change - Updates on Net Zero 2050.
- Nature Conservation – follow up to Scrutiny Inquiry 2019.
- Environmental Tourism Briefing.
- Planning Enforcement: Nature and Biodiversity.
- Air Quality Management.
- Water Quality, Management and Pollution Control.
- Update on progress of Blue Eden.
- Swansea Council Corporate Improvement Plan.
- Integrated impact assessments alongside policy development.
- Swansea Council Policy Commitments (updated in 2022).
- Swansea Council Performance Monitoring Reports.
- Swansea Council Corporate Risks.

6.2 The evidence shows that our natural environment and biodiversity is under threat and in decline due to unsustainable human activities. Habitats and species are being lost at an alarming and unsustainable rate. We need to raise awareness of the impacts of biodiversity loss and climate change at the local level and provide information, advice, and practical support and incentives to encourage others to take action and collaborate to deliver positive solutions to these challenges. Tackling climate change, is one of the greatest challenges facing us and we need to reduce our carbon footprint and to mitigate for and adapt to the likely risks and impacts. Our unique variety of habitats and species and wonderful range of parks, greenspaces, nature

reserves, beaches and landscapes needs to be maintained, enhanced and sustainably managed for the benefit of everyone now and into the future.

- 6.3 Since March 2023, updated evidence and the implementation of the steps to deliver this Delivering on Nature Recovery and Climate Change well-being objective has been reported through Council, Cabinet, Governance & Audit Committee, Scrutiny Performance Panel – Climate Change and Nature and the Climate Change and Nature Recovery Service Transformation Committee.
- 6.4 New evidence shows that the implementation of the Local Nature Recovery action plan will help to address the longer-term challenges of this well-being objective by taking actions to protect and sustain many of our species and habitats. The implementation of actions to manage air quality, water quality, soils, biodiversity and pollution control will also help address the long-term challenges of sustainably managing and enhancing the quality of our natural resources, increasing our economic resilience. New evidence relating to the implementation of actions taken by the Council to respond to the climate emergency and the nature emergency will help address this long term challenge by reducing global warming and our carbon footprint, to maintain healthy resilient ecosystems that will continue to provide long-term quality of life. Progress with the project formerly known as Blue Eden and the completion of collaboration agreement and proposed land transactions to facilitate the development, will also help with the long term challenges of this well-being objective by exploring and support projects such as on and off shore renewables. There are limited financial and human resources to deliver and push towards the Net Zero 2030 ambition. In the main we are relying on external funding and without large investment – particularly on our buildings and fleet; the emissions figure will no doubt begin to plateau. We will look at opportunities to secure funding, but this is challenging given the pressures in the Councils Medium Term Financial Plan.

The evidence reported supports the rationale for Delivering on Nature Recovery and Climate Change to remain a corporate priority and well-being objective.

## **7. Transformation and Financial Resilience**

- 7.1 The evidence and key drivers underpinning the Transformation and Financial Resilience well-being objective includes the following sources of information:
- the Future Trends Report.
  - Future Generations Commissioners Report 2020/21.
  - Swansea – Assessment of Local Well-being 2022.
  - Wales – Well-being of Wales Report (National Indicators).
  - Medium Term Financial Plan 2024-6.
  - Medium Term Financial Planning 2024/25 – 2026/27.
  - Budget Paper for 2024/25 (*pending*).
  - Revenue Budget Report 2024/25 (*pending*).
  - Successful and Sustainable Swansea Corporate Transformation Plan.
  - Follow up Report - Scrutiny Inquiry into Procurement.

- Digital Strategy 2023-28 and Transformation Programme.
- Workforce and OD Transformation Programme.
- The Governance and Assurance Arrangements of Swansea Council's Strategic Partnerships.
- Consultation and Engagement Strategy 2023 – 2028.
- Human Rights City Action Plan.
- Swansea Council Corporate Improvement Plan.
- Integrated impact assessments alongside policy development.
- Swansea Council Policy Commitments (updated in 2022).
- Swansea Council Performance Monitoring Reports.
- Swansea Council Corporate Risks.

7.2 The evidence shows that the Council is facing unprecedented cuts to funding in real terms, alongside an increasing demand for council services and increasingly complex needs. Demographic changes are driving an increase in demand for Council services and also impacting on the local labour market and the composition of the council workforce. Complex challenges such as substance misuse, strategic planning and meeting the needs of older people increasingly require a whole systems approach and working in greater collaboration with other partners and our local communities. In order to meet our statutory obligations to and to deliver services effectively and efficiently, we need to transform how we operate, ensuring we are protected from major external risks such as cyber security and improve how we consult and engage with our population.

7.3 Since March 2023, updated evidence and the implementation of the steps to deliver this Transformation and Financial Resilience well-being objective has been reported through Council, Cabinet, Governance & Audit Committee, Scrutiny Inquiry Panel - Procurement and the Corporate Services & Financial Resilience Service Transformation Committee.

7.4 New evidence outlined in the Successful and Sustainable Swansea Corporate Transformation Plan will help address the long term challenges of this objective by ensuring that council's transformation approach will ensure that our services will become more efficient and sustainable. The delivery of our Digital Strategy and Digital Transformation Strategy will aim to improve our customer service ensuring our citizens can access council advice, guidance, information, and services, how and when they need them. It will also provide the opportunity to capitalise on technological advancements in terms of accessing key services such as education, health and social care. The delivery of our Workforce Strategy and our Workforce and OD Transformation programme will help meet this well-being objective by ensuring that we respond to the changing nature of the local labour market and the council's workforce is motivated, committed innovative, supported, skilled and customer focused. The Council's refreshed Consultation and Engagement Strategy and Co-production strategy and tool kit will aim to deliver this well-being objective by improving our consultation and engagement with our population and commitment to involve local people in the design and delivery of local services when it is appropriate to do so.

The evidence reported supports the rationale for Transformation and Financial Resilience to remain a corporate priority and well-being objective.

## **8. Conclusion**

- 8.1 Overall the evidence suggests that all six well-being objectives should remain unchanged and corporate priorities for 2024/25. All the new evidence generated since March 2023, supports the wider evidence base and the rationale for prioritisation. Nevertheless, there may be a need to review as part of service planning some of the specific steps for delivery in line with emerging evidence, to ensure resources and services are appropriately and effectively focused to deliver our well-being objectives.



# Integrated Impact Assessment Screening Form – Appendix B

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

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

Service Area: SDU

Directorate: Corporate Services

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

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

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

Annual Review of Well-being Objectives.

The Corporate Plan is a high level and strategic document that sets out the Council’s well-being objectives and how it will take steps to meet them.

A full IIA was applied in March 2023 to the development of the Corporate Plan and to the well-being objectives for the five year period 2023/28.

The annual review of well-being objectives concerns the objectives themselves, i.e., a review of any changes made to the evidence since March 2023 to help determine if the wording of the objectives needed to be changed, or whether new objectives should be added or existing objectives removed, or a combination of these different options or that no changes are required.

The review did not concern the detail in the Corporate Plan to deliver or measure progress meeting the well-being objectives, such as the steps in the Corporate Plan, the performance indicators and success measures.

The review concluded that the evidence suggested no changes were needed to the Council’s well-being objectives for 2024/25 and so the IIA completed in March 2023 still applies.

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

	High Impact	Medium Impact	Low Impact	Needs further Investigation	No Impact
	+   -	+   -	+   -		
Children/young people (0-18)	<input checked="" type="checkbox"/> + <input type="checkbox"/> -	Page 79 <input type="checkbox"/> + <input type="checkbox"/> -	<input type="checkbox"/> + <input type="checkbox"/> -	<input type="checkbox"/>	<input type="checkbox"/>

## Integrated Impact Assessment Screening Form – Appendix B

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

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

Consultation and engagement was undertaken to inform the development of the Corporate Plan and to the well-being objectives for the five year period 2023/28. The annual review of the well-being objectives concluded that the evidence suggested no changes were needed to the Council’s well-being objectives for 2024/25 and so consultation or engagement is needed.

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

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

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

High risk

Medium risk

Low risk

## Integrated Impact Assessment Screening Form – Appendix B

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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

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

Yes

No

If yes, please provide details below

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

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

***Outcome of Screening – The Corporate Plan is a high level and strategic document that sets out the Council’s well-being objectives and how it will take steps to meet them.***

***A full IIA was applied in March 2023 to the development of the Corporate Plan and to the well-being objectives for the five year period 2023/28.***

***The annual review of well-being objectives concerns the objectives themselves, i.e., a review of any changes made to the evidence since March 2023 to help determine if the wording of the objectives needed to be changed, or whether new objectives should be added or existing objectives removed, or a combination of these different options or that no changes are required.***

***The review did not concern the detail in the Corporate Plan to deliver or measure progress meeting the well-being objectives, such as the steps in the Corporate Plan, the performance indicators and success measures.***

***The review concluded that the evidence suggested no changes were needed to the Council’s well-being objectives for 2024/25 and so the IIA completed in March 2023 still applies.***

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

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

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

**See above**

Full IIA to be completed

## Integrated Impact Assessment Screening Form – Appendix B

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

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

<b>Screening completed by:</b>
<b>Name:</b> R Rowlands
<b>Job title:</b> Strategic Delivery & Performance Manager
<b>Date:</b> 09/02/24
<b>Approval by Head of Service:</b>
<b>Name:</b> Lee Wenham
<b>Position:</b> Head of Communications & marketing
<b>Date:</b> 09/02/24

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

# Agenda Item 8



## Report of the Cabinet Member for Corporate Services & Performance

Cabinet - 21 March 2024

### Quarter 3 2023/24 Performance Monitoring Report

<b>Purpose:</b>	To report corporate performance for Quarter 3 2023/24.
<b>Policy Framework:</b>	<i>Delivering a Successful &amp; Sustainable Swansea</i> Corporate Plan 2023/28
<b>Consultation:</b>	Access to Services, Finance, Legal.
<b>Recommendation(s):</b>	It is recommended that Cabinet:  1) Notes the Council's performance achieving the Council's wellbeing objectives in Q3 2023/24;  2) Endorses the use of this information to inform executive decisions on resource allocation and, where relevant, corrective actions to manage and improve performance and efficiency in delivering national and local priorities.
<b>Report Author:</b>	Richard Rowlands
<b>Finance Officer:</b>	Paul Roach
<b>Legal Officer:</b>	Debbie Smith
<b>Access to Services Officer:</b>	Rhian Millar

#### 1.0 Introduction

1.1 This report presents an update on quarter 3 2023/24 performance in respect of delivering the Council's Well-being Objectives (priorities) set out in the Corporate Plan 2023/28 *Delivering a Successful & Sustainable Swansea*:

- Safeguarding people from harm.
- Improving Education & Skills.
- Transforming our Economy & Infrastructure.

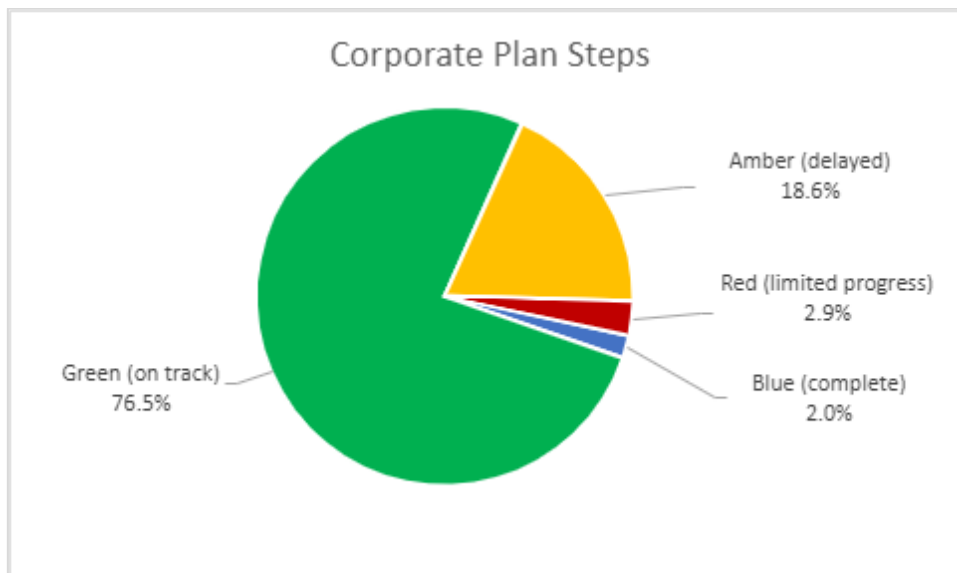
- Tackling Poverty & Enabling Communities.
- Delivering on Nature Recovery and Climate Change.
- Transformation and financial resilience.

## 2.0 Council Performance: Corporate Plan Delivery Performance Q3 2023/24

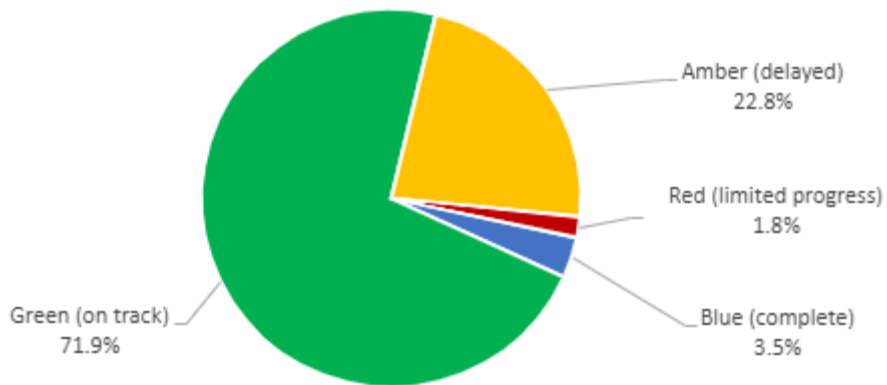
2.1 The Council has been reviewing its performance management reports so that it can report on progress meeting the corporate well-being objectives in a more holistic way that incorporates both qualitative and quantitative data and offers a more rounded view of performance delivering the corporate priorities.

2.2 The report at Appendix A seeks to provide an overview of performance each quarter that integrates progress meeting the steps in the corporate plan with related corporate plan success measures, corporate plan performance data and the corporate risks. An overall assessment is provided by the Chief Executive, which builds on the assessments on each objective provided by lead Directors and Heads of Service.

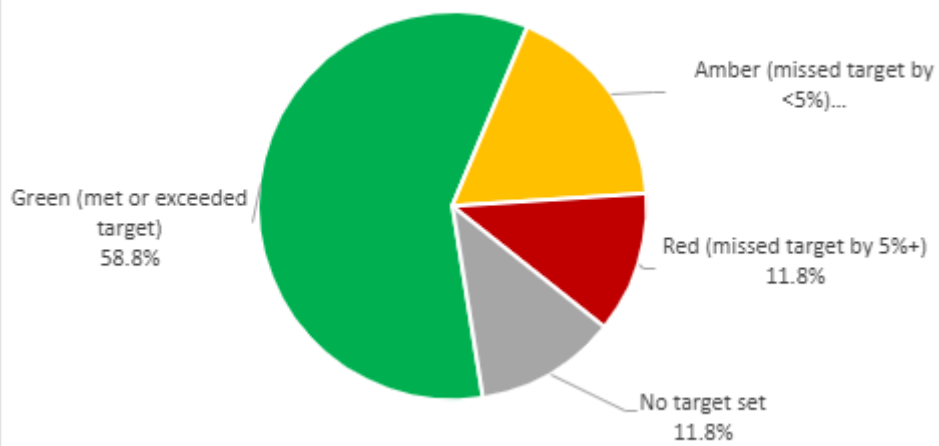
2.3 The charts below provide a summary of performance at Q3. The charts show that the vast majority of corporate plan steps, success measures and performance indicators are on track and corporate risks remain static.



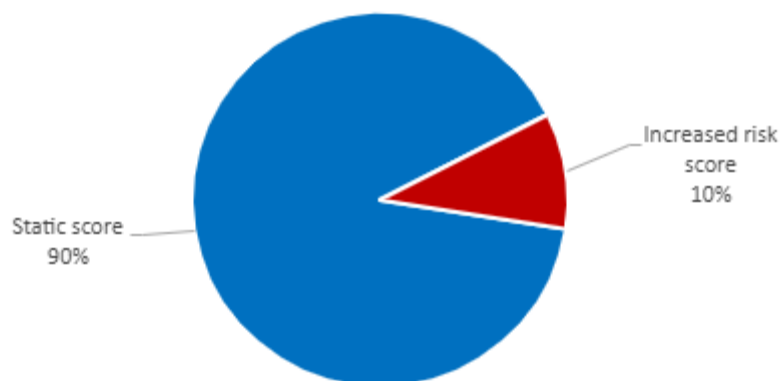
### Corporate Plan Success Measures 23/24



### Corporate Plan PI's



### Corporate Risks



2.3.1 The quarter 3 report continues to show demonstrable and positive progress across all of the Councils well-being objectives, which are all rated green and are on target. The following includes some examples of good performance at Q3:

- In Social Services, a workforce development programme is in place to increase capacity through improved recruitment and retention of Social Workers.
- The co-produced Carers Assessment was successfully launched on Carers Rights Day in November and is being used by Children and Adult Services.
- The numbers of children needing to become looked after is on a gradual downward trend.
- The Council has secured a consistent approach to school attendance improvement planning; as a result, there is a steady improvement in school attendance rates.
- A highly successful Inclusion Conference for school leaders was facilitated during this reporting period resulting in greater awareness of diversity.
- 96% of all planning applications are determined within the agreed timescales; this performance is now consistently top quartile when benchmarked at the all-Wales level.
- The Local Area Co-ordination Team were successful in winning the Equalities, Inclusion and Cohesion category in the inaugural Safer Communities Awards in November.
- The Installation of EV charging point at Heol y Gors depot was completed.
- Metrics are showing strong performance on the payment of invoices, use of automation, handling of complaints and data protection.

2.3.2 Progress at quarter 3 is not without its challenges. These include service and staffing pressures, inflationary challenges, the impact from the cost of living and service demands. The Council is responding effectively and managing the risks appropriately. The following includes some examples where continuing improvements are needed:

- An area of significant concern continues to be the number of children requiring a residential care placement. The number remains too high and is a direct consequence of a national lack of foster placements. The Council is starting to see some early indications of success with growing our in-house Fostering service.
- Attendance at the Pupil Referral Unit remains below 60%, with insufficient progress. Attendance at Special Schools, although improving, remains below target. Grant funding has been used sensibly to support schools where attendance progress is slowest.
- The construction sector remains a challenging environment and presents a risk for the delivery and cost of major capital projects, with persistently high inflation continuing the impact the price of



materials, supply chain and labour availability. As a result, some major regeneration and housing developments could be delayed owing to these external factors and complications, but mitigation will be deployed wherever possible.

- The numbers in temporary accommodation have continued to grow as a result of a higher number of presentations, coupled with a lack of move-on accommodation. We are now at the highest level of households occupying Bed and Breakfast (B&B) accommodation ever. To mitigate this, we are progressing with an alternative to B&B, which will create an additional 60+ units of temporary accommodation but are concerned that we will not be able to continue to sustain these high numbers in temporary accommodation for much longer.
- There are limited financial and human resources to deliver and push towards the Net Zero 2030 ambition. In the main we are relying on external funding and without large investment – particularly on our buildings and fleet; the emissions figure will no doubt begin to plateau. We will look at opportunities to secure funding, but this is challenging given the pressures in the Councils Medium Term Financial Plan.
- 2023/24 continues to be a challenging year with a forecast overspend by year-end on service budgets of £1.507 million and an overall total overspend of £3.284m as at the end of December 2023. It is anticipated that these forecast overspends (which include excess unbudgeted base costs) will be offset by contingency reserves this year, adding pressure to 2024/25 and beyond.

### **3.0 Integrated Assessment Implications**

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

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

- 3.2 The Well-being of Future Generations (Wales) Act 2015 mandates that public bodies in Wales must carry out sustainable development. Sustainable development means the process of improving the economic, social, environmental, and cultural well-being of Wales by acting, in accordance with the sustainable development principle, aimed at achieving the 'well-being goals.
- 3.3 Our Integrated Impact Assessment (IIA) process ensures we have paid due regard to the above. It also considers other key issues and priorities, such as poverty and social exclusion, community cohesion, carers, the United Nations Convention on the Rights of the Child (UNCRC) and Welsh language.
- 3.4 This report is on performance during Q3 2023/24 in delivering the Council's key priorities as set out in the Corporate Plan, so there is no direct impact on people or communities.

#### **4.0 Financial Implications**

- 4.1 In the current and anticipated financial environment further discussion and consideration will be required around priorities and target setting for performance improvement.

#### **5.0 Legal Implications**

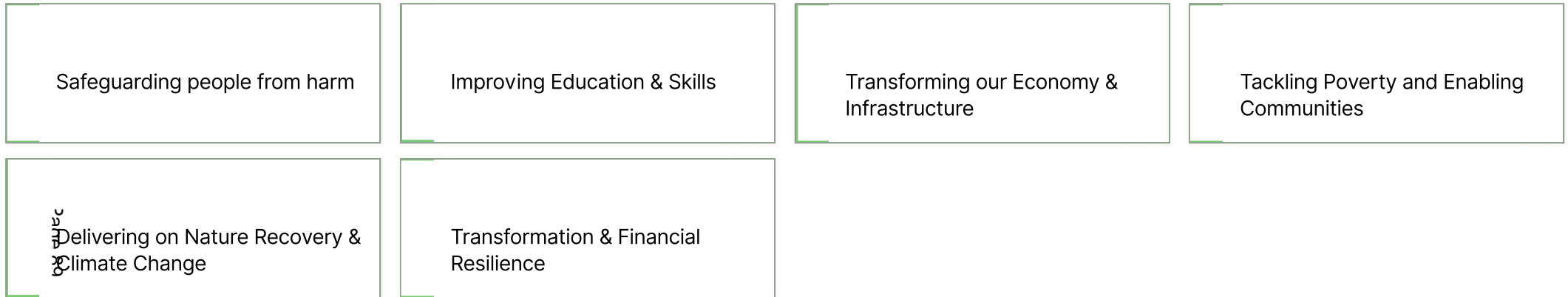
- 5.1 There are no legal implications associated with this report.

**Background Papers:** None.

#### **Appendices:**

- Appendix A Q3 2023/24 Performance Monitoring Report  
Appendix B IIA screening form

## Our Well-being Objectives



## Chief Executives Assessment

December 2023

The quarter 3 report continues to show demonstrable and positive progress across all of the Council's wellbeing objectives which are all rated green and on target although this is not without its challenges. These include service and staffing pressures, inflationary challenges, impact of cost of living and service demands. The Council is responding effectively and managing the risks appropriately.

In overall terms of the 146 steps listed over 75% are currently green rated with 4 steps already completed which confirms that positive progress is being made. Only 6 steps (less than 4%) across all objectives and currently red RAG rated and priority leads will be tasked with taking proactive action to try and bring these back on target by year end. In addition whilst positive progress is reinforced by a number of the PIs included, there are some where further work and analysis is needed to ensure overall performance targets are met by the end of the year. It needs to be stated that many of these PIs are newly created this year and may take a little time to bed down. The risks against each of the wellbeing objectives are clearly stated and generally are being mitigated as far as is possible minimising the residual risk and additional control measures are being implemented where possible. It is worth stating that the councils risk management framework and process is currently being reviewed and will be in place for the start of the new financial year and this will further improve the robustness of the risk management process. Finally whilst the risk analysis for the transformation and financial resilience shows some mitigating are effective in reducing the residual ratings there is still a concern on the overall risks largely due to the current challenges within wider public sector finances and uncertainty about likely budget settlement for future years

Overall I believe that positive progress is being made and I that the progress outlined within the report against the individual steps clearly shows that the council is using its resources effectively and this is evidenced by positive actions listed

## Safeguarding people from harm

### Why is this a Well-Being Objective?

Swansea is a fair and equal city in which children can have the best start in life to be the best they can be, safe within their families.  
Swansea is a healthy city in which all people can expect to live happy, healthy, fulfilling lives; to achieve their own wellbeing outcomes and age well.  
Swansea is a human rights city committed to enhancing the health, wellbeing, safety and to promoting the rights of vulnerable adults, children, and families.  
We aim to prevent and intervene early, where a person or child is at risk of harm, abuse, neglect or exploitation, and to ensure the right care and support at the right time.  
We will continue to promote safeguarding vulnerable people as everyone's business, across the council, through a skilled and professional workforce, our elected members and any organisation or person who undertakes work on our behalf.

### Challenges

Learning from the recent pandemic and looking forward with the help of the council's Recovery Plan will remain a key focus going into 2023 and beyond, as we carry on with transformation programmes to modernise social care services, to achieve a more preventative, sustainable approach and net zero carbon footprint.  
We are working in partnerships to improve the safety, the health, and the wellbeing outcomes of our most vulnerable citizens.  
Through 'coproduction' - we are involving people in everything we do, focusing on 'what matters most' to them as citizens, placing them at the centre of their own care and support and by coproducing services to achieve better outcomes.  
By ensuring there is high quality and more accessible, and integrated health and social care services for adults, children and families who need our care and support.  
Swansea is engaged in work on a regional strategic approach to support the wellbeing needs of carers and young carers, this needs to translate into a clear approach locally to make a difference in the lives of individuals.

### Directors Assessment

Managing Winter pressures without additional Welsh Government funding to support social care has added to the Council's challenge to both maintain safe and effective service delivery whilst seeking to prioritise the transformation and improvement activity that will enable continued delivery against the Council's safeguarding well being objective.  
By the end of this financial year the Council will have deployed c£7m of reserves to support recovery of services post covid; this year's Winter pressures, exceptional inflationary pressures; and the reduction in income from clients linked to the cost of living crisis.  
Deployment of reserves at that level cannot be sustained.  
Workforce sufficiency across all types of essential registrant posts remains a limiting factor. The lack of registrant social workers and therapists is negatively impacting current performance and remains a significant future risk. Likewise placement sufficiency for children who need to become looked after.  
Despite that challenging context, performance against most of our key performance targets remains strong despite a 25% increase in demand; particularly across adult services. The Council will not be able to manage similar increases in demand into adult managed care services going forward. A higher proportion of adults will need to be supported through prevention and early help services. These services are under pressure as a result of significant reductions in grant funding and therefore the remodelling of early help and prevention across adult services to improve effectiveness and ensure financial sustainability is a priority.  
The numbers of children accessing both early help and statutory children services remain broadly in line with expectations. The number of children needing to become looked after remains on a gradual downward trend. The numbers of children subject to a child protection plan is within an expected range. The only area of significant concern continues to be the number of children requiring a residential care placement. That number remains too high and is a direct consequence of a national lack of foster placements. The Council is starting to see some early indications of success with growing our in house Fostering service.

## Well-being objectives

Steps to achieving the Well-Being Objective	Dec 23	
	Assessment of Overall Progress	RAG
Safeguarding as Everyone's business - Safeguarding our most vulnerable people is 'everyone's business' across the Council, within schools, with partners, and through West Glamorgan Safeguarding Board and partnerships, we will undertake a review of post-pandemic care and support provision	An internal and external domiciliary care capacity review, including the development of an Assistive Technology Strategy and internal Residential care provision review, aims to increase domiciliary care capacity. A Workforce development programme likewise aims to increase capacity through improved recruitment & retention of social workers. Locality based prevention and early intervention and support for parents and carers is aimed at improving early help and reduce statutory demand.	Green
High quality and resilient statutory services - by ensuring that Adult and Child and Family Services are robust, resilient, and effective in getting right care and support, to the right person, at the right time. We commit to investing £750 million for better care in Swansea, to begin options appraisal to increase council direct delivery of care.	A Medium Term Financial Plan has been approved and planning is in place for budget requirements over the next 5 years.	Green
Improving outcomes for children and young people by promoting rights of children, young people in everything we do, through our strategy to support children and young people to live safely at home with their family; through the corporate parenting strategy to help each cared for child achieve a better life; We will strive to provide new children's care facilities within Swansea; by progressing a new children's care facility offering high quality, not for profit, local placements when most needed.	We have a growing number of children in external residential care (34) attributed, in part, to a lack of foster care options and shrinking private market due to uncertainty around Welsh Government's Eliminate. We are unable to grow in-house residential at rate needed to keep children local (plan is to expand to 15 from 4). We have the possibility of creating 2 move-on flats at our Ty Nant children's home (Building Services completing initial assessment); and the development of a 2-bed emergency placements created at Ty Rhossili, which is scheduled to be completed by 31.3.24. In addition to these existing projects, we are also working with partners to test 2 additional properties in the local area, with the intention of registering them with CIW early in the New Year, if our location and community impact assessments are without issue. We have taken out a lease option for both of these properties. One is a former children's home in Brynhyfryd which will provide a 3-bed offer and the other is a 2 bed home in the Waunarlwydd area of Swansea. We are working on creative solutions to maximise Welsh Govt grant funding revenue costs, and assessing the risk of sustainability of staffing. This will inform the MTFP Our recruitment drive is still on-going, as is our training and development plan for our officers.	Green

Steps to achieving the Well-Being Objective	Dec 23	
	Assessment of Overall Progress	RAG
Transforming Care and Support to vulnerable adults - Supporting our most vulnerable adults to remain safe and independent at home, by remodelling access to an integrated health and social care service. We will rebalance our service offer to provide better day care opportunities and respite services across the City; to focus on prevention, reablement, and by engaging with Health to ensure care plans align with health recovery to improve outcomes	Partnership working with Health & third sector continues across both community and hospital to home pathways. Our integrated services and financial agreements across intermediate care and community equipment services are being reviewed to ensure this joint working, investment and use of available grant funding continues to best reflect & support our objectives. A review of day & respite services in terms of functions, assets and capacity, is in its early stages - asset mapping, functions and outcomes alongside engagement with current service users, families/carers and colleagues is all underway. A programme of work will be undertaken in 24-25.	Green
Support to unpaid carers, parent carers and young carers - recognising the vital contribution of unpaid carers, parent-carers and young carers by coproducing new approaches to the right support to achieve their own well-being outcomes.	New Carers continue to be identified and offered a Carers Assessment of their needs. Carers short breaks available via Welsh Government funding are being promoted and a new post to promote the support and services for Carers will be starting in Adult Services in the new year.	Green
Building a skilled, professional workforce and supporting their wellbeing - by safe recruitment, and retaining a workforce that continues to deliver high quality social services, by committing to fairer pay for care workers; through supportive leadership; by focusing on workforce wellbeing, practice standards and professional development to support each worker to be the best they can be	Social Services has a mature Workforce Programme. The aim of the programme is to have a highly skilled and trained workforce that we are able to retain. Wellbeing is at the heart of the programme, working with all areas of the Directorate to develop the SS Strategy.	Green
Implement the West Glamorgan regional partnership work programme, by working with partners to achieve integrated sustainable, and zero net carbon model of health and social care.	Programme Remains on track as per note for September 23.	Green

## Success Measures

Success Measures	Dec 23	
	Assessment of Overall Progress	RAG
Safeguarding remains a whole council priority and everyone's business.	Jointly chaired by Cabinet Member and Director of Social Services, Council wide group meets regularly to oversee a comprehensive work programme, implement policy and Swansea's "everybody's business" approach to Corporate Safeguarding. Annual report to be presented to Scrutiny Programme Committee in November.	Green
Improved access to early help and the Council's wellbeing and prevention offer are helping to reduce demand on statutory services.	Due to the increased demand and issues with recruitment and retention within EHH, capacity in the service has been impacted. Budgets for 2024/25 will further impact resources and in turn capacity, due to continued flat and in some cases also reduced grants from Welsh Government.	Amber
Safety and safe standards inform our practice.	Safeguarding checklist, based on the national minimum standards, developed for all staff & volunteers	Green
Focus on quality in the delivery of statutory social services.	Continued focus on embedding quality assurance within Adult Services and Child and Family Services and through evidence-based practice frameworks, e.g. signs of safety, collaborative communication.	Green
Workers feel supported in their work and professional development.	Workforce Programme is in place and is continuing to listen and support staff with their work and professional development	Green
Carers are identified and supported in their own wellbeing.	The co-produced Carers Assessment was successfully launched on Carers Rights Day in November and is being used by Children and Adults Services. The commissioned support for Carers is due to be re-tendered in February 2024. The service specification has been co-produced by Carers.	Green
Swansea citizens experience a seamless journey towards their own health and wellbeing outcomes.	Progress of integrated, reablement pathways and hospital to home support, and reported in local and regional performance reports.	Green

## Performance Indicators

Quarterly

Measure Ref ↑	Measure	Target	Actual	Performance
AD011e	The percentage of residential reablement stays where the need for support was mitigated or reduced	60.0%	81.0%	★
AD011f	Percentage of community reablement packages of care where need for support was mitigated or reduced	60.0%	57.3%	●
AD017i	Percentage of Care and Support plans due to be reviewed completed within statutory timescales	60.0%	45.6%	▲
AD024I	Percentage of enquiries completed within 7 working days from receipt of the reported alleged abuse.	70.0%	87.9%	★
AS18a	Percentage of identified carers offered an assessment at the point of assessment of the 'cared for'	90.0%	92.0%	★
CFS14a	Percentage of contacts received where a decision was made by the end of the next working day	90.00%	96.76%	★
CFS18a	The rate of looked after children (LAC) per 10,000 of the 0-17 Swansea population	105.0	105.4	●
CFS19a	The percentage of visits to children on the CPR which were not overdue.	90.00%	78.35%	▲
CFS24	Number of Children / Young People Supported by Child and Family Services at the end of the period	1,400	1,194	★
CFS25i	The number of Children / Young People supported by the Early Help Hubs at the end of the period	1,000	961	●

Page 34



Measure Ref ↑	Measure	Target	Actual	Performance
CH026	The number of children on the Local Authority's Child Protection Register (CPR) at end of the period	220	217	★

## Corporate risks for the Objective

Risk Title	Risk Description	Inherent Risk	Overall RAG @ 30.09.23	Overall RAG @ 31.12.23
Safeguarding	If our safeguarding arrangements are not sufficiently robust (particularly with regards being able to fund, recruit and retain sufficient qualified social workers; ensure placement sufficiency for looked after children and be able to provide or commission sufficient social care for adults with assessed care and support needs), then we will not be doing everything we possibly can to prevent the death, injury or neglect of a child or vulnerable adult and consequential reputational damage.	25	16	16

## Improving Education and Skills

### Why is this a Well-Being Objective?

We want all children and young people to attend school regularly, to be included, to be resilient and have successful futures.  
We want all children and young people to have good Welsh language skills.  
We want to support and maintain effective school leadership.  
We want to support and maintain excellent teaching.  
We want all learners to receive their education in environments that are safe and sustainable communities for learning.

### Challenges

Ensuring young people have the skills to be able to enter local employment opportunities, including those arising from the Swansea Bay City Deal.  
Ensuring children and young people's learning, health and well-being is supported, particularly following the impact of the Covid-19 pandemic.  
Addressing the inequalities created by the link that exists between educational attainment and economic prosperity.  
Ensuring that the support for the provision of additional learning needs is stronger, less adversarial and places children and young people at the centre of decision making.  
Ensuring equal opportunities for all learners to learn Welsh, speak the language confidently and to promote the benefits of bilingualism / multilingualism.  
Ensuring leaders and practitioners are supported to maintain delivery of excellent education in all learning settings.  
Providing a school estate that is suitable, safe, and sustainable.

## Directors Assessment

The Council has secured a consistent approach to school attendance improvement planning. As a result, there is steady improvement in school attendance rates. Primary school attendance improved during this reporting period compared with the same reporting period for 2022-2023. Attendance at the pupil referral unit remains below 60%, with insufficient progress. Attendance in secondary schools is improving but the progress rate is slow. Attendance at special schools, although improving, remains below target. Grant funding has been used sensibly to support schools where attendance progress is slowest.

Securing re-design of specialist teaching facilities (STFs) has progressed well with co-constructed principles resulting in firm proposal progression during this reporting period. A wide re-structure of Additional Learning Needs (ALN) and Inclusion Teams has resulted in better use of the Council's resources to focus more on the statutory requirements of the ALN Act. Progress to become the first trauma informed Council in Wales has paused on accreditation. However, the Council is committed to support trauma informed practice across its schools and self-assess against national criteria. A highly successful inclusion conference for school leaders was facilitated during this reporting period resulting in greater awareness of diversity.

The corporate risk for Education and Skills is suitably mitigated by developing collaborative partnerships between employers and schools as well as widening vocational and curriculum opportunities for learners across Swansea schools. Actions to improve Welsh skills in Education are progressing well with Cefn Hengoed Community School receiving accreditation during the reporting period. Further staff resource, utilising Partneriaeth grant, has resulted in greater support to improve Welsh skills. Support for digital learning in schools has focused on keeping learners safe online. A professional learning offer has delivered well on supporting the use of Artificial Intelligence as an effective educational tool in schools.

The Council continues to maintain and support suitable leadership across its schools, including governing bodies. School monitoring to evaluate the quality of leadership recommenced during this reporting period with swift action to catch up on visits following industrial action. Good quality targeted support is provided to schools in direct proportion to leadership support needs. Although resource intensive, targeted support has resulted in greater school leadership capacity. Actions to reduce administrative burdens on schools have developed well with a triage system in place to ensure that schools are, for example, not asked to produce information held elsewhere in the Council. Schools have received sound guidance on managing resources with challenging budgets during this reporting period.

A draft strategic plan for setting out the Council's ambition for sustainable communities for learning has been completed for Cabinet consideration in Quarter 4. Approval to move to statutory notice for a 2025 amalgamation of special schools and build of a new single site special school by 2028 was secured during this reporting period. Strong progress during this reporting period has resulted in the universal offer of free school meals now being ready for all Reception to Year Four learners across Swansea schools.

## Well-being objectives

Steps to achieving the Well-Being Objective	Dec 23	
	Assessment of Overall Progress	RAG
Inclusion Strategy - We will deliver the inclusion strategy to embed universal provision for additional needs, specialist places for additional needs and a whole school approach to emotional health and psychological wellbeing. The strategy will promote attendance, inclusion, learner participation in decision making and reduction in peer-on-peer bullying and harassment in schools.	The Inclusion Strategy 2023-2028 and a supporting action plan is in place. Progress to the end of this quarter includes the development of a proposed model of provision for the Supporting Sufficient Specialist Places programme, to be taken forward for consultation. All schools have been offered support to develop attendance action plans tailored to their setting. A review of Education Otherwise Than At School (EOTAS) provision has taken place, with recommendations to be presented to Cabinet in January 2024. The Additional Learning Needs and Inclusion Team structure has been reviewed to support the team to be able to take forward Additional Learning Needs and Education Tribunal Act. This includes capacity building and resilience of the Educational Psychology team.	Green
Welsh Language Skills Strategy - We will deliver a strategy that embeds the Siarter Iaith to all schools. The strategy will ensure that all schools are supported to develop learners' skills within and outside the classroom. We want learners to speak Welsh with confidence when they leave school.	The Welsh in Education team continue to support schools on their Siarter Iaith journey, with a number of schools achieving Bronze, Silver and Gold status over the last academic year. We have utilised grant funding through Partneriaeth to second teaching staff from one Welsh-medium school and one English-medium school to support with this work until the end of the financial year.	Green
Leadership Support Strategy - We will deliver a strategy to maintain and support effective leadership, including governance, across all schools. The strategy will promote self-improvement and collaboration. We want our school leaders to improve their own wellbeing in order to support practitioners and learners well.	A range of mechanisms are in place to support new and experienced leaders at all levels. A regularly updated leadership handbook is shared with schools and governor engagement events have been delivered. Further enhancements to the Arweinwyr system have been rolled out to governing body clerks. The School Improvement Team (SIT) have developed and delivered a series of self-evaluation/improvement planning sessions to support effective school improvement, with excellent feedback received. The impact will be measured during the next quarter.	Green
Teaching Support Strategy - We will deliver a strategy to support literacy, numeracy, and digital competence to maintain, restore and accelerate learners' skills. The strategy will promote excellence across all schools. We want all teachers to equip learners with key skills to access all areas of learning.	Work continues against the action plans developed against audits for Languages, Literacy and Communication and Mathematics and Numeracy in schools and the new Digital Strategy that is now in place. Partneriaeth are commissioned to provide professional learning around improving teaching and learning (with the Principal School Improvement Adviser instrumental in design), which was piloted and co-designed by a group of Swansea schools to ensure relevance. We have used Partneriaeth grant to support work on Literacy.	Green

Steps to achieving the Well-Being Objective	Dec 23	
	Assessment of Overall Progress	RAG
Designing Destinations Strategy - We will deliver a strategy to support vocational learning, post-16 curriculum collaboration, careers and work-related education. We want schools to engage with community learning champions, employers and other education providers to inspire successful futures for learners.	Partneriaeth Sgiliau Abertawe meet to consider strategically the future skills requirements of the area with three workstreams agreed to take this work forward over the next 5-years.	Green
Equity in Education Strategy - We will deliver a strategy to embed trauma informed practice across all schools, actions to reduce the impact of poverty on learners and meet our responsibilities as corporate parents. We want our vulnerable learners to access support in one place through community focussed schools.	Trauma informed practices, mental health and other training has been provided to schools. A conference covering poverty was delivered to all headteachers in June. Topics included services able to support families facing poverty, period dignity, professional learning, community focused schools, universal free school meals and uniform grants. A new system has been developed to include an e-personal education plan for Looked After Children, to support and monitor their educational progress. Rollout of this system will take place in early 2024.	Amber
New and Better Schools Strategy - We want to provide an efficient and effective educational infrastructure to meet current and future demands for school places. We will deliver a transformed schools' estate using our school building and maintenance programme and also respond to the developments set out within the local development plan (LDP) while ensuring community benefits from contracts. We want to reduce our carbon footprint within the school estate and make assets available for community use where local demand exists.	The Strategic Outline Programme for Sustainable Communities for Learning has been drafted ready for approval by Cabinet. Consultation has taken place on a larger new-build special school and Cabinet will now be asked to consider if they wish to move to the next stage, i.e. the publication of a statutory notice. The Service Transformation Committee for Education and Skills has considered an outline School Provision Plan.	Green

## Success Measures

Success Measures	Dec 23	
	Assessment of Overall Progress	RAG
Developed and promoted the new inclusion strategy.	A proposed model for the supporting sufficient specialist places workstream was reported to the the Education & Skills Service Transformation Committee in December 2023. The consultation on the restructure of the Additional Learning Needs and Inclusion Team has been concluded. A review of Education Otherwise than At School (EOTAS) has concluded with a report to Cabinet in January 2024.	Green
Continued to support schools to support learners develop Welsh language skills, in line with the WESP delivery plan.	Schools are supported with Welsh language provision in line with the WESP. A number of schools have achieved awards in their Siarter Iaith journey. Funding has been secured through Partneriaeth to support this work with two seconded officers now supporting our work in this area. With the Welsh Government streamlining the grant offer in this area, this allows us to plan more strategically for future years in this important area.	Green
Encouraged take-up and support for school staff to undertake leadership development opportunities including qualifications.	Leadership development opportunities are promoted across schools and the number undertaking specific qualifications is reported within the annual performance indicators. The national middle leadership development programme and senior leadership development programme has very good representation from Swansea historically. Applications are currently open for 2023/2024. The School Improvement Team (SIT) support the delivery of these programmes. Any further requirements are factored into SIT's bespoke offer.	Green
Promoted a new vision for school governance to support school leadership.	Cabinet approved the strategy and the work plan to deliver the strategy in July 2023. The Arweinwyr platform was successfully rolled out to clerks by the end of the academic year and the transition of governor email accounts to Hwb mail commenced. All other actions are ongoing and are on track.	Green
Promoted local and regional opportunities of professional learning to support excellent teaching and learning.	Local and regional opportunities for professional learning are shared widely with schools through the School Improvement Team, networks and newsletter.	Green
Consulted with learners on post-16 choices and developed a new post-16 and vocational strategy.	Post-16 and vocational strategies developed. Post-16 provision survey is now complete and report available. This is being used to inform discussions with schools and college regarding the feasibility of some collaborative provision. Discussions held with schools and colleges on possible collaborative courses that could be offered across schools.	Green
Ensured suitable facilities to deliver universal free school meals to reception age, in line with the Welsh Government offer.	All reception age pupils have been offered universal free school meals.	Blue

Success Measures	Dec 23	
	Assessment of Overall Progress	RAG
Submitted a strategic outline programme for sustainable communities for learning.	A draft Strategic Outline Programme has been produced for Cabinet approval, prior to submission to the Welsh Government by the end of March 2024.	Green



## Performance Indicators

Termly

Measure Ref ↑	Measure	Target	Actual	Performance
EDCP42	Percentage of pupil attendance in the Pupil Referral Unit	61.00%	59.36%	●
EDCP43	Percentage of pupil attendance in special schools	89.00%	85.76%	●
EDU016a	Percentage of pupil attendance in primary schools	92.00%	92.35%	★
EDU016b	Percentage of pupil attendance in secondary schools	89.00%	88.74%	●

## Corporate risks for the Objective

Risk Title	Risk Description	Inherent Risk	Overall RAG @ 30.09.23	Overall RAG @ 31.12.23
Education offer	If children do not receive a suitable education offer that provides them with the right employment skills and qualifications (including digital and vocational), then they will not be able to access the opportunities that arise from the City Deal and other development opportunities that come to Swansea.	15	N/A	9

# Transforming our Economy & Infrastructure

## Why is this a Well-Being Objective?

We want to raise economic performance to create wealth and employment opportunities to improve the economic well-being of Swansea's citizens.

We want to lever all investment and funding opportunities in realising this objective including UK Government City Deal, Levelling up and Shared Prosperity Fund, Welsh Government Transforming Towns, Economy and Creative Wales and other major funders.

We want to ensure our local economies are supported to achieve resilience in the face of future global, national, and regional challenges, in particular the city centre and our small independent businesses and organisations that are the fabric of our communities large and small.

We want to provide an enabling approach to support individuals, businesses and communities through our employment and business support, regeneration activities, cultural assets, transport connectivity, planning and other support and regulatory frameworks in delivering these practical measures.

We want to ensure Swansea is a place characterised by sustainable communities with sufficient good quality housing and places for work and leisure.

We want to continue to forge strong, hard-working networks with our external partners who are co-delivering with the Council.

We want to take advantage of untapped growth potential to generate sustainable energy, deliver on net zero commitments, protect the environment and boost the economy.

## Challenges

Post-Covid support and recovery.

A digital and connected future and new models of working.

Ongoing productivity gap with rest of UK - Swansea's productivity (GVA per hour worked) stood at 85.9% of the UK average in 2020.

Swansea has a healthy level of new business formations but the relative size of the business base (508 businesses per 10,000 population) is below Wales (539) and UK (718) averages. One and five year survival rates for enterprises have improved and in 2020 were in line with the equivalent rates for Wales and UK, but the increasing costs of goods and services, particularly energy costs, and rising interest rates are creating very challenging trading conditions for local businesses.

A new future for both the City Centre and smaller district and local centres and adapting to new ways of working including transport methods and connectivity and positive impact on places. .

Ongoing issue of unemployment and inactivity and ensuring a supply of genuine pathways and opportunities. Economic activity and employment rates in Swansea are lower than Wales averages and further below equivalent UK rates.

The Household Income Gap - although Gross Disposable Household Income rose in Swansea by 8.5% between 2014 and 2019, it continued to lag behind Wales and the UK where rises were 12.3% and 15.8% respectively over the same period. In 2019 Gross Disposable Household Income in Swansea was 75.9% of the UK average.

Wage rate gap - Over the year to April 2021, annual median full-time earnings in Swansea (workplace based) rose by 5.2%, which was greater than the Wales (+1.2%) and UK (-0.6%) averages. Consequently, annual median full time wage rates in Swansea stood at 91.6% of the UK average in April 2021.

Contribute to a reduction in deprivation, through the creation of sustainable well paid employment. There are pockets of deprivation across the county, with a number of areas among the highest levels of deprivation in Wales. In the 2019 Welsh Index of Multiple Deprivation (WIMD), Swansea had an above average proportion of its Lower Super Output Areas (LSOAs) featuring in the most deprived 10% in Wales, with 17 (11.5%) of its 148 LSOAs in the 191 (10%) most deprived.

Change the current business sectoral mix towards higher skilled, higher paid employment. 87.3% of employment is currently service sector based, and there is an under-representation of businesses in professional, scientific and technical sectors which tend to have better skilled and higher paid roles.

Swansea has a higher proportion of retail businesses than the Welsh and UK average – the planned regeneration schemes will help diversify the city and district centres.

Resident skills - continue to upskill people to take advantage of opportunities in new and emerging industries.

Address skills gaps in sectors such as care, hospitality and construction.

Recognising and working with deep seated anti-social behaviour, crime and associated issues and providing real alternatives and support.

Enabling creation of sustainable energy sources.

Help reduce commercial property viability gap with provision of quality flexible adaptable office space in response to increasing levels of inward investment interest and local independent business growth in both town centres and modern industrial settings

Increase the supply of affordable housing by building and acquiring new homes and looking for innovative solutions to convert existing buildings into residential accommodation.

Following completion of the WHQS, continue to invest to improve the energy efficiency of existing homes and reduce the impact of fuel poverty for residents.

## Directors Assessment

The Q3 performance in meeting this well-being objective is overwhelmingly positive. The vast majority of the steps involved continue to be recorded as being on target. In addition, some steps have already been completed, demonstrating that the Council is utilising its resources effectively, including staff, assets and budgets. However, some steps are recorded as Amber, and the comments provided reflect the ongoing challenging environment for delivery.

The Q3 performance indicators are currently all on target, which reflects the strength of performance across those areas measured. Of particular note is the planning service performance, where over 96% of all planning applications are determined within agreed timescales. This performance is now consistently top quartile when benchmarked at the all-Wales level. Looking ahead, it should be recognised that the construction sector remains a challenging environment and presents a risk for the delivery and cost of major capital projects, with persistently high inflation continuing to impact the price of materials, supply chain and labour availability. As a result, some major regeneration and housing developments could be delayed owing to these external factors and complications, but mitigation will be deployed wherever possible.

## Well-being objectives

Steps to achieving the Well-Being Objective	Dec 23	
	Assessment of Overall Progress	RAG
<b>Transform our economy by securing funding opportunities and continuing to collaborate with our local regeneration partners and networks to implement the economic regeneration plan. We will maximise the benefits through the creation of employment and training opportunities for the long-term unemployed and economically inactive via community benefit clauses in contracts. There will also be a focus on -</b>	.	
Lead implementation of South West Wales Regional Economic Delivery Plan in Swansea and associated work packages and funding streams such as UK Shared Prosperity Fund and Welsh Government sources.	REDP delivery continuing.	Green
Continuing support to business (both start up and existing) through the Business Swansea provision	Provision in place, expanded with UK Shared Prosperity Fund support and ongoing.	Green
Public Health Teams ensuring businesses can run effectively by adhering to the relevant legislation be it in the hospitality and catering sector or the licensed taxi sector.	Ongoing checks of licensed premises, drivers, vehicles and operators to ensure compliance with requirements. Relevant action taken where non-compliances identified. Ongoing programme of risk rated inspections of food premises to monitor compliance with food hygiene and food standards requirements.	Amber
Help create thousands of new jobs for the people of Swansea, aiming to provide high quality and secure employment.	Range of UK Shared Prosperity Fund support measures and grant support continue to be provided, in particular Growth Grants.	Green
Deliver an events programme each year, for the next five years, which expands and grows in tune with the regeneration of the city and growing visitor economy	The 2024 event season is now almost complete. October to December saw 'Spooks in the City' drive much needed footfall to the city centre. The fireworks display returned to St Helens Ground and a bigger and better Christmas Parade was attended by approximately 35,000 people. Christmas in Swansea was also marked with 11 community parades and the return of Waterfront Winterland. The team is now busy working on the annual Croeso festival set for St David's weekend and developing the 2024 events programme.	Green
Deliver a range of new and exciting immersive attractions, summer concerts and a new phase of Arena shows; encapsulated in a larger ever growing events programme (including the half Iron Man event), which commenced with community support for Platinum Jubilee events.	The 2024 event season is now almost complete. October to December saw 'Spooks in the City' drive much needed footfall to the city centre. The fireworks display returned to St Helens Ground and a bigger and better Christmas Parade was attended by approximately 35,000 people. Christmas in Swansea was also marked with 11 community parades and the return of Waterfront Winterland. The team is now busy working on the annual Croeso festival set for St Davids weekend and developing the 2024 events programme.	Green
Retain the Wales National Air Show in Swansea, bringing tens of thousands of visitors to the City for this annual event and review how its delivery can align with its net zero carbon targets.	Planning now well underway with key partners for the 2024 Wales Air Show which this year will include the Wales National Armed Forces Day.	Blue
Secure a major new tenant for the Debenhams unit in the Quadrant Shopping Centre, securing the use of this unit for the future.	Marketing has commenced with discussions held with prospective tenants.	Green

Steps to achieving the Well-Being Objective	Dec 23	
	Assessment of Overall Progress	RAG
Continue to work with partners to build a strong and resilient Creative Network to support the existing, emerging and future fabric of cultural and leisure assets embedded across the City Centre and District and local centres.	Coordinator appointed and beginning work January '24. Partners and Stakeholders engaged and ready to move forward.	Green
<b>Transform the city and county's infrastructure to support a strong and resilient economy by focussing on key developments and enhancing key assets</b>	.	
Working with our regional partners, progress a £1 billion regeneration and £750 million strategic partnership with Urban Splash as our new strategic partner, with an initial focus on Copr Bay Phase 2, the Civic Centre site and St Thomas site.	Progressing a number of phase 1 projects with Urban Splash but are subject to capital funding availability.	Green
Progress the Palace Theatre and Albert Hall developments to secure our historic buildings for future generations and seek an innovative solution to secure the future of the Elysium building.	Works continuing at Palace and Albert Hall.	Green
Work with partners to develop commercial meanwhile uses.	New Meanwhile Spaces contract let using UK Shared Prosperity Fund.	Green
Develop and promote more city living, including new hotels, retail, office space and food and beverage facilities.	Regeneration programme continues to utilise all available funding levers, in particular Transforming Towns grant and loan support in helping bring about mixed-use regeneration projects fitting with the Council's existing policy framework.	Green
Progress work on the new Castle Square Gardens project.	PCSA agreement being progressed with newly appointed contractor Knight Brown. Main contract to commence mid-year subject to agreement of funding availability	Green
Progress work on the new city centre Community Hub project providing a new home to the Central Library.	Contract issued to Kier with demolition works on going. Work to roof starting 15th of January for 12 weeks which will make the building watertight. The furniture package for the project is being retendered due to Ministry of Furniture going into administration. Kier are seeking a new contractor however this will not affect the project timeline. Project completion date 16th of May 2025.	Green
Complete the phased demolition of Ty Dewi Sant and the old multi-storey car park.	Surveys being undertaken by Wilmot Dixon as part of their appointment. Demolition of MSCP will form part of their service agreement.	Green
Progress the build of 71-72 The Kingsway, to create an innovation hub which will be home to new businesses and up to six hundred new jobs.	Scheme moving forward with anticipated practical completion in March 2024.	Green
Continue to progress development and investment through the Skyline park attraction on Kilvey Hill.	Planning application now live. Public open space notice will become live at the end of January. Scheme design is also progressing.	Green
Progress hotels discussions for the City.	Due to loss of previous potential operator the Hotel is to be remarketed.	Green
Working in partnership with Penderyn Distillery, support the opening of a new whisky distillery attraction at Landore.	Project complete.	Blue
Progress the development and reopening of the River Tawe corridor, including new pontoons.	Pontoon 1 installation complete. Two further pontoons in design under Levelling Up fund Lower Swansea Valley programme of work.	Green
Deliver new promenade improvements and developments, as well as new lighting around Swansea Bay.	Works progressing well.	Green

Steps to achieving the Well-Being Objective	Dec 23	
	Assessment of Overall Progress	RAG
Commit to improving public toilets.	Progress continuing with Rhossili public toilets. Ongoing work regarding city centre signage and exploring the options for future management of public toilets.	Green
Progress discussions for the new interactive aquarium, aiming to offer an immersive experience for visitors and a wider educational resource.	Discussions continuing via Urban splash	Amber
Strive to progress discussions regarding a new ferry service linking Wales with the South West of England.	Discussions underway.	Amber
Commit to progress discussions with partners regarding the International Sports Science Village.	Extension of the agreement to 31st March agreed and signed between parties. Budget savings deferred to enable more time to work through detailed options for a collaborative approach with Swansea University. Meeting with Senior leaders of both organisations differed in Dec to the new year.	Green
Commit to investment in our towns and villages.	Utilising funding support via Transforming Towns, Economic Recovery Fund, UK Shared Prosperity Fund and UK Levelling Up Fund in delivering county-wide interventions.	Green
Deliver on the refurbishment and upgrade of remaining tower blocks	Pre-construction design underway. Contractor has engaged new architects which are different from Stage 1 - further dimensional surveys are now required. Facilitation works underway with the planned relocation of Town Centre District Housing Office from block 2 into Townhill and the removal of garages within the immediate Croft Street area. Decision for the future of the Lamb Pub required.	Green
Provide more energy efficient homes and more affordable homes, alongside more investment in social housing.	A More Homes budget review is underway in conjunction with wider HRA budget review, which will identify funding available taking into account increased pressure on HRA, WG decarbonisation targets. Budget reductions required which will impact on number of units to be delivered. Indicative expenditure of £56.5m over 4 years up to 2027/28 for taking forward the strategy has been included in the draft HRA Capital programme. This will include the acquisition of properties and land to develop for council and affordable housing. It also includes funding for feasibility assessments to identify the most viable HRA-owned sites for future developments. Delivery will be aided through partnerships and external consultancy advice, which will increase capacity and pace in the programme. Gateway reports to be brought to Housing Future Program Board/Steering Group for all schemes going forward to agree costs and delivery. HAPS City Deal Funding awarded (£300k) for Brondeg scheme to contribute to cost of renewable technology.	Amber

Steps to achieving the Well-Being Objective	Dec 23	
	Assessment of Overall Progress	RAG
Public Health Teams ensuring private rented properties and Homes in Multiple Occupation are safe for tenants and rogue traders are prosecuted.	The Private Sector Housing Team handle HMO applications in line with regulations, respond to enquiries and complaints about housing standards and contract issues, taking enforcement where necessary. Inspections backlog (due to Covid pandemic) is reducing however staff resources still impacted. All rogue traders incidents are investigated by the Trading Standards Team and on track. If sufficient information then investigation is undertaken and appropriate enforcement action taken.	Amber
Complete the Welsh Housing Quality Standard (WHQS) 1 and begin planning WHQS 2.	New WHQS 2023 will become a statutory requirement from April 2024 and introduces new requirements including homes ready for letting to have floor coverings throughout and all council housing to reach SAP 75 by the end of financial year 2029/30. SAVA software has been procured and will assist with measurement and developing energy pathways. It is estimated that annually £67.8m is required to meet the standard including the SAP 75 milestone. Due to available finance and capital funding priorities the SAP 75 target cannot be met unless there is further capital grant to support this programme.	Amber
Continue onto the next phase of the More Homes build, whilst maintaining progress on further retrofitting of council homes.	3 Schemes in various stages of development via internal Building Services design team - Creswell (9 units), Heol Dynys (22), Brondeg (13), Planning permission rec'd for Creswell awaiting SAB approval. Heol Dynys and Brondeg anticipated to receive planning permission/SAB approval to enable schemes to commence in 24/25. Decisions on delivery timetable subject to HRA budget review. Brokesby Road (159 Units) - Planning permission submitted. SUDS Pre-app submitted. External consultants (BDP) designing scheme. Planning application and SAB application submitted. Value engineering exercise to be carried out once planning/SAB permission granted to identify cost reductions. Gateway report to HFPB March 24. Milford Sites A&B (Partnership arrangement) – Tender documents and Development Agreement currently being prepared by legal and external consultants aiming for issue of tender docs by Jan 24.	Amber
<b>Promote and enhance a diverse and sustainable local economy through ensuring a robust policy framework</b>	.	
Progress the Replacement Swansea Local Development Plan to provide an up to date planning and place making framework for guiding decisions on development proposals	Delivery Agreement approved by Council and Welsh Government and work underway. First key stage - a call for Candidate Sites - has commenced alongside project work to formulate key underpinning evidence.	Green
Agree a new Swansea Bay Strategy.	Report to STC agreed a way forward with concentration of resources on marketing of Langland site. Recommendations from STC were put to Cabinet Members to inform marketing.	Green



Steps to achieving the Well-Being Objective	Dec 23	
	Assessment of Overall Progress	RAG
To remodel services, focusing on meeting people's needs, within the funding available	Minor restructures within the Planning Applications service and the Natural Environment service are scheduled for implementation in 2023/24 and 24/25 respectively. These restructures will improve cost efficiency and service delivery resilience	Green
Commence a review of the disabled parking bay policy.	Continued discussion with Cabinet member on shaping the policy for disabled parking provision. Formal report to be prepared for presentation.	Green
Progress TAN15 discussions with Welsh Government to find a solution that supports appropriate development.	Consultation response provided to inform WG drafting of final document. Continuing liaison with WG, including through WLGA, and awaiting final version expected end of 2023/early 2024.	Green
<b>Investment in our communities to provide good community infrastructure</b>	.	
Promote sustainable use of sports pitches for local sports clubs.	Meeting with Junior league and FAW to discuss future options for growth, sustainability and scheduling of matches confirmed for January 2024. Lease for Mynydd Newydd, Coed Gwilim and Rosehill approved in the period, which will enable investment through FAW. Contract for changing room improvements at Penlan awarded and surveys undertaken of a number of key sites subject to review on costs.	Amber
Continue to invest in parks and play areas.	Tranche 3 awarded, tranche 4 out to tender with submission date of January 24. Programme is currently being delivered on time in full.	Green
Progress roll-out of free public Wi-Fi.	Target completion for this financial year remains. Supporting infrastructure works are underway.	Green
Commit to complete play area upgrades.	Tranche 3 awarded, tranche 4 out to tender with submission date of January 24. Programme is currently being delivered on time in full.	Green
Continue the replacement of bus shelter installations.	December 23 19 shelters in first batch of ERF funds - all completed. 18 shelters in second batch of ERF funds - all completed. 17 shelters in third batch of ERF funds - locations agreed with Cabinet Member and orders placed with supplier	Green
Commit to installing new bins and to replace dog waste bins with larger general bins.	Next supply of bins now being received, replacement programme ongoing with member engagement.	Green
Commit to roll-out new drainage teams and new PATCH (Priority Action Team for Community Highways) programmes	SRS (PATCH) programme completed. Drainage project ongoing.	Green
Commence the £10 million local road upgrades.	Works progressing well.	Green

Steps to achieving the Well-Being Objective	Dec 23	
	Assessment of Overall Progress	RAG
Progress delivery of all-weather sports pitches	Cefn Hengoed 3G roof covering delayed slightly due to weather, but now anticipate a February handover/opening. Case for Penlan 3G submitted through Football Foundation. Underhill Park and Olchfa 3Gs opened in the period and have been well received by users. Work to the 3G in in SBSP continues due to open early 2024.	Green
Commit to delivering better skate-park facilities within Swansea.	Curve studios appointed in the period and a visit to all sites and mapping undertaken in the period. Detailed work undertaken on initial phase of the consultation through an online survey which will be released in early 2024, together with press releases.	Amber
Ensure the availability of dedicated resources to tackle weeds, litter and minor works in every community; recruiting local ward operatives.	CWOT delivering member led enhanced cleansing and received considerable positive feedback. Increased costs from waste disposal is creating an unforeseen budgetary pressure however.	Green

## Success Measures

Success Measures	Dec 23	
	Assessment of Overall Progress	RAG
Delivered better skate facilities.	Curve studios appointed in the period and a visit to all sites and mapping undertaken in the period. Detailed work undertaken on initial phase of the consultation through an online survey which will be released in early 2024, together with press releases.	Amber
Commenced £10 million local road upgrades.	Programme progressing well, no issues identified due to complete by end of year.	Green
Promoted the free and sustainable use of sports pitches for local sports clubs.	Complete	Blue
Secured a tenant for Debenhams.	Marketing has commenced with discussions held with prospective tenants.	Green
Work progressed on the new Castle Square Gardens project.	PCSA period will proceed over the next 16 weeks to work up the scheme design. A report to cabinet will follow to support the proposal subject to funding availability.	Green
Commenced the phased demolition of Ty Dewi Sant and the old multi-storey car park	Ty Dewi Sant demolished. The MSCP demolition will form part of the Wilmot Dixon service contract.	Amber
71-77 The Kingsway completed.	Practical completion anticipated in March this year which will be followed by a fit out period.	Green
Progressed discussions on a new ferry service linking Wales with the South West of England	Discussions underway.	Green

## Performance Indicators

Quarterly

Measure Ref ↑	Measure	Target	Actual	Performance
BBMA5	Number of contracts started with Beyond Bricks & Mortar Community Benefit clauses in their contracts	5	6	★
EC2	The Percentage of all major applications with an economic imperative that are approved	100%	100%	★
EC7	Average Turnaround Time for Land Charge Searches completed in the period	10.00	2.02	★
EP28a	The percentage of all Planning Applications determined within agreed timescales	90.00%	96.52%	★

## Corporate risks for the Objective

Risk Title	Risk Description	Inherent Risk	Overall RAG @ 30.09.23	Overall RAG @ 31.12.23
Delivering the Regeneration Programme	If the local economy and infrastructure is not transformed and supported to be resilient to economic challenges and changes to government policy on climate change, including flood risk and associated regulatory restrictions, and does not take advantage of opportunities to attract new development and investment, then it will not fulfil its potential as a regional centre to raise aspirations, improve services, lift skills, improve connectivity, create well-paid employment opportunities and improve the well-being of Swansea citizens.	25	9	9

# Tackling Poverty and Enabling Communities

## Why is this a Well-Being Objective?

Between 2023 and 2028, the Cost of Living crisis and ongoing economic challenges will continue to impact on individuals, families and communities across Swansea. Poverty is multi-dimensional, complex, growing and impacting more people in Wales. The council has an important role to play in helping people to alleviate poverty, improving their personal prosperity through better skills and jobs, and address the key issues influencing poverty such as homelessness.

We also see a role for our communities in supporting people to deliver early interventions, improve the wellbeing of local people and build collaborative relationships with service providers. Our vision for this priority is to create welcoming, strong, resilient, connected and prosperous communities as part of our response to tackle and alleviate poverty in Swansea.

Tackling poverty and enabling communities is a wellbeing objective because we need to:

- continue responding to the global economic pressures - including the Cost of Living crisis - that are impacting on our communities.
- target support for people in poverty or at risk of poverty in order to alleviate poverty and tackle the longer-term impacts on our society.
- focus on helping people to avoid the need to access services by promoting early interventions and preventative action.
- embed the lived experience of people in poverty across our services to ensure that we understand and meet those needs.
- create communities that are safe and resilient where people's rights and needs are respected.
- improve the personal prosperity of individuals through opportunities to develop skills, improve employability, access jobs and look after their own wellbeing.

## Challenges

Levels of poverty which remains persistently high - with almost a quarter of people in Wales living in poverty - and impacts on life expectancy, health outcomes and adverse effects on the poorest areas.

People's experiences of poverty covering a range of common issues including access to essential resources such as housing, fuel, energy, clothing, footwear, food, and water, as well as support with finances, exclusion from services, and emotional and relationship issues.

The extra costs that people on low incomes must pay for essentials - such as transport, fuel and food - due to the poverty premium, compounded by the ongoing Cost of Living crisis.

The role our communities play in tackling poverty and preventing people's needs from escalating to the point where they need services or interventions.

Changes to population and demographics as well as local population needs as our communities have more older people, become more urbanised and require more homes to be built.

Opportunities to work closer with communities to tackle these important challenges, building on the networks, strengths and assets of our local areas.

## Directors Assessment

The Council is continuing to make progress in its efforts to tackle poverty under continuing national challenges around the Cost of Living crisis and ongoing economic pressures on public services. In December, we presented our Annual Report on delivery against this corporate priority to the Scrutiny Programme.

The refresh of our Tackling Poverty Strategy has progressed, a draft is under review but we have pushed back public consultation until early 2024; this allows us time to incorporate more recent insight including the publication of Welsh Government's Child Poverty Strategy. We have delivered the Enabling Communities grants during December with £500k provided to communities for initiatives like Swansea Spaces. We received a Direct Food Support Grant offer of £157k and are currently administering this grant to tackle food poverty and food insecurity. Homelessness remains a key challenge against this priority and we are reviewing our priorities and focus under the Housing Support Grant (HSG) to tackle homelessness presentations in Swansea.

The Council is making good progress in its efforts to enable communities to become resilient, safe, welcoming and prosperous places. A key driver for this work is the Enabling Communities Transformation Programme.

Our Local Area Coordination team were successful in winning the Equalities, Inclusion and Cohesion Category in the inaugural national Safer Communities Awards in November, recognising the importance of their work in helping people and communities across Swansea. We are developing actions plans in response to Audit Wales' reviews of national priorities around social enterprises and community resilience, as well as reviewing our early help offer to focus our preventative service for people and communities. Many events and activities were organised and funded by the Council to help communities during the run-up to Christmas including the Everyone Deserves a Christmas campaign.

We continue to monitor and mitigate risks relating to poverty and the Cost of Living crisis alongside operational and performance risks. Work on a performance framework aligning elements of poverty and community work is continuing and will inform our council-wide approach to achieving this priority over the period of the Corporate Plan.

In summary, we are on track to deliver our key commitments in the Corporate Plan for 2023/24 and we are working towards achieving our Key Performance Indicators by the end of year.

## Well-being objectives

Steps to achieving the Well-Being Objective	Dec 23	
	Assessment of Overall Progress	RAG
Strategic direction - We will develop methods of working with people with lived experience to co-produce and publish our aligned strategic visions, outcomes and priorities for Tackling Poverty and Community Enablement.	Draft of the refreshed Tackling Poverty Strategy is in development and subject to internal review prior to the launch of public consultation. Planning is underway on approvals and publication timescales. We have contributed to Welsh Government's development of the Child Poverty Strategy which is due to be published in 2024.	Amber
Cost of Living - We will reduce levels of poverty and mitigate the impacts of being in poverty by rolling out government grants, providing welfare rights advice and implementing targeted schemes including the 'free bus ride' initiative and Swansea Spaces.	So far this reporting year, we have administered £928,850 of grant funding to organisations to help ease the burden of the Cost of Living crisis, including the Enabling Communities Grant which has supported a range of community initiatives such as Swansea Spaces. Welfare Rights Advisors continue to deal with extremely complex cases but are supporting people to claim benefits and address barriers to financial inclusion.	Green
Tackling and preventing homelessness - We will implement the Housing Support Programme Strategy to support people who are homeless or at risk of becoming homeless.  Page 118	We are continuing to progress with the actions within the HSP Strategy, where we look to take a rapid rehousing approach, reduce evictions, increase the supply of accommodation and develop partnership working to prevent homelessness wherever possible. However, we are continuing to see record levels of homelessness and rising numbers in temporary accommodation. In addition we are seeing increased levels of households requiring support. This pattern is the same across other LA's in Wales and we are becoming increasingly concerned of the pressure on housing and support services to deliver the actions within the HSP Strategy, particularly with a reduction in homelessness funding for 23/24 and Housing Support Grant remaining the same for this year and 24/25.	Red
Making more homes available - We will offer more energy efficient and affordable homes to help minimise household costs, as well as increasing the availability and quality of social housing, to help more people access accommodation that is suitable for their needs.	To date 249 additional council properties have been added to the housing stock including: New builds/conversion = 109. Acquisitions = 140	Amber
Improving people's prosperity - We will deliver programmes of employability, skills development and community enhancements that help people to improve their prospects for the future and volunteer their time to contribute to their local communities.	The Communities for Work Plus programme was the highest performing team in Wales for 'into work' outcomes up to October 2022. The Autumn Term for our Lifelong Learning programme has had high take-up of courses ranging from family learning to digital literacy to gardening and calligraphy. Education colleagues are continuing to address poverty impacts on children to overcome the barriers to future prosperity.	Green



Steps to achieving the Well-Being Objective	Dec 23	
	Assessment of Overall Progress	RAG
Focus on early intervention - We will collaborate with communities to help them play a stronger role in preventing escalation of individuals' needs and integrating with partners / local sources of support to mitigate demands on services.	Local Area Coordination has continued to successfully help and support local people and communities; in November, the team won the Equalities, Inclusion and Cohesion Category in the inaugural Safer Communities Awards. Two transformation programmes - Enabling Communities and the Tackling Poverty Programme delivered through the Shared Prosperity Fund - are implementing projects to improve community resilience and deliver more preventative outcomes.	Green
Empowering communities - We will embed the principles of human rights across our work with communities, empowering local people to get more involved in the co-production of services, community cohesion and social value.	The Collaboration Station is going well with over 60 partners working together to provide advice, support and guidance. The collaboration and engagement mapping exercise is ongoing. The Engagement Team are developing their future offer for Y Storfa.	Green
Keeping communities safe - We will tackle anti-social behaviour through targeted initiatives and support for people who are vulnerable or at risk by improving the presence of enforcement and using events / technologies to protect local people and property.	January 2024 The Anti-Social Behaviour Scrutiny Inquiry report was submitted to Cabinet on the 21 December 2023 after the Anti-Social Behaviour Scrutiny Inquiry Panel completed a detailed inquiry. The item has been put onto the Council's Forward Plan for Cabinet for response on the 21 March 2024. An action plan will be developed to deliver on the 24 recommendations. Work in partnership with SWP, YJS, continues daily for those who find themselves on the ASB stage process.	Green
Building community assets - We will continue to grow the assets of all communities across Swansea by using a strengths-based approach to increase resilient community-led initiatives (such as social enterprises) and establish integrated community hubs aligned with our Local Library Plan.	A new round of Enabling Communities funds has been awarded this quarter totalling £497,000. The COAST programme has supported 105 initiatives running this quarter until the end of March 2024 providing opportunities for free and subsidised activities across the County. 81 groups have been awarded funding to deliver Swansea Spaces projects, providing warm and welcoming places for people to go and 51 project have been supported through Holiday Food funding. These projects have been providing meals, food parcels and food vouchers for children and families across Swansea.	Green

## Success Measures

Success Measures	Dec 23	
	Assessment of Overall Progress	RAG
Published our refreshed Tackling Poverty Strategy, working co-productively with our partners and people with lived experience of poverty.	Draft of the refreshed Tackling Poverty Strategy is in development and subject to internal review prior to the launch of public consultation. Key themes have emerged from the engagement work and survey analysis conducted in October 2022.	Amber
Developed a Tackling Poverty Performance Framework that aligns objectives, outcomes and performance measures related to tackling poverty.	Draft of the Tackling Poverty Framework has been developed and engagement with internal colleagues has commenced.	Green
Began a review of the Council's Housing Allocations Policy to ensure focus on providing suitable homes for vulnerable people, unintentionally homeless and people who may be struggling with poverty.	The review of the Allocations Policy has been temporarily paused for a period of 2 months (January and February) whilst the team focus on exceptionally high demand and pressures on the homelessness service. In the meantime every effort continues to be made to meet the needs of homeless households, those threatened with homelessness and vulnerable people.	Amber
Agreed a strategy to support homeless individuals as the COVID-19 hotel use ends, whilst continuing with our 'always a bed' pledge.	The numbers in temporary accommodation have continued to grow as a result of higher numbers of presentations, coupled with a lack of move-on accommodation. We are now at the highest level of households occupying B&B ever. Reasons for this include: the amendments to the priority need test, increased numbers of refugee cases, the cost of living crisis and a lack of affordable private rented accommodation. There is no indication that the numbers presenting as homeless is going to slow down in the foreseeable. To mitigate against this we are progressing with an alternative to B&B which will create an additional 60+ units of temporary accommodation, however, we are concerned that we will not be able to sustain these high numbers in temporary accommodation for much longer as this is placing a considerable final burden on the LA.	Red
Supported the establishment of the Swansea Sustainable Food Partnership.	This partnership has been established and is continuing to meet.	Green
Published our Corporate Volunteering Policy to develop and manage voluntary action within the organisation.	Draft Volunteering Policy has been developed as well as a Manager's Toolkit and Volunteers Handbook. Delays in commissioning a Volunteering Development Officer post have impacted on finalising the strategy development work and engagement with Council colleagues on implementing a robust approach for volunteering management.	Green

## Performance Indicators

Quarterly

Measure Ref ↑	Measure	Target	Actual	Performance
HBCT01a	Average time for processing new claims (Housing Benefit)	28.00	19.85	★
HBCT01b	Average time for processing notifications of change in circumstances (Housing Benefit)	6.00	7.65	▲
HBCT02a	Average time for processing new claims (Council Tax)	31.00	18.90	★
HBCT02b	Average time for processing notifications of change in circumstances (Council Tax)	5.00	2.34	★
POV05	Amount of welfare benefits raised through securing rights & entitlements by the Welfare Rights Team	£175,000	£503,399	★
POV10	Number of people gaining employment through Employability Support	134	171	★
POV11	Number of accredited qualifications & sector specific training achieved by adults with L/A support	13	85	★
POV12	Value of grants received by the Tackling Poverty Development Team to support organisations and serv	£100,000	£500,000	★

Page 121

## Corporate risks for the Objective

Risk Title	Risk Description	Inherent Risk	Overall RAG @ 30.09.23	Overall RAG @ 31.12.23
Impact of Poverty	If there is increased demand on Council services due to an increased number of residents experiencing the impact of poverty due to the pandemic and cost of living pressures. Then the impact includes increased debt, reduction in household income and negative impact on health and well-being.	16	9	9
Cost of living crisis	If the cost of living crisis continues or gets worse, then it will lead to greater pressure on housing supply, increased housing costs, higher levels of homelessness and increased demand on housing, tenancy support, homelessness and other Council services.	25	16	25
Social Cohesion	If we do not manage to continue to improve community involvement and break down barriers amongst people in terms of economic disparities, encourage tolerance to avoid social discord and strengthen community development throughout all ages, then we could see increasing community tensions, disorder and civic unrest exacerbated by the cost of living crisis and perceived differences and people not feeling heard or listened to.	16	6	6

## Delivering on Nature Recovery and Climate Change

### Why is this a Well-Being Objective?

Following Welsh Government declarations for Wales, the Council has declared both a Climate Emergency in June 2019 and a Nature Emergency in November 2021. Using the Welsh Government Route map to net zero, Swansea Council will align with its principles, knowing what needs to be done now, by 2022-26 Low Carbon becoming the norm and by 2030 where choosing carbon zero is routine.

Sound governance has been established within the council to act on such challenges and all activity will be driven within the parameters of the Well-being of Future Generations Act (Wales) 2015, the Environment Act (Wales) 2016, the Strategic Equality Plan and the Corporate Plan and the Swansea (PSB) Well-being Plan.

To ensure that in addition to achieving net zero 2030 for Swansea Council, we will work with partners, organisations, schools, businesses to support Swansea as a whole county and citizens in its efforts to become net zero by 2050, aligning with the Net Zero Wales Carbon Budget (2) 2022/2025. Establishing both Climate and Nature Charters and a Pledge Wall to encourage active participation and help build a healthier, more prosperous and biodiverse/ ecologically resilient Swansea.

Swansea is one of the most ecologically rich and diverse counties in the UK. Its unique variety of habitats and species and wonderful range of parks, greenspaces, nature reserves, beaches and landscapes needs to be maintained, enhanced and sustainably managed for the benefit of everyone now and into the future.

Our natural environment and biodiversity is under threat and in decline due to unsustainable human activities. Habitats and species are being lost at an alarming and unsustainable rate. We need to raise awareness of the impacts of biodiversity loss and climate change at the local level and provide information, advice, and practical support and incentives to encourage others to take action and collaborate to deliver positive solutions to these challenges.

We want everyone to have access to, understand, appreciate and benefit from Swansea's outstanding natural environment and to play their part in looking after and enhancing it, resulting in a healthier, greener and more prosperous Swansea.

Our future survival and quality of life is dependent on healthy resilient natural environment, the multiple benefits it provides to society and on reducing our carbon emissions to net zero.

We have a moral responsibility to look after biodiversity for its own intrinsic value.

### Challenges

A public sector target of 2030, ahead of the Welsh Government's target of 2050 for the whole of Wales, will give us our best chance of keeping global warming below 1.5°C. This is the tipping point at which the climate impacts we're already experiencing will go from bad to potentially catastrophic. We'll see natural systems cross danger points, triggering lasting changes such as extreme storms, heatwaves, mass loss of natural habitats and species.

We are at a critical point in time for nature recovery and without urgent transformative change, many of our species and habitats will continue to decline or become extinct. Halting and reversing the loss of biodiversity through reducing harm and unsustainable use and moving to a situation where we are working with nature to maintain healthy resilient ecosystems that will continue to provide long-term quality of life (or ecosystem services) benefits upon which we all depend.

Tackling climate change, which is one of the greatest challenges facing us all and we need to reduce our carbon footprint and to mitigate for and adapt to the likely risks and impacts.

Creating high quality environmentally and low carbon responsible and sustainable green jobs that make the most of our unique natural resources e.g. through environmental tourism, sustainable land and coastal management, local food production, sustainable waste management, energy efficiency, renewable energy and carbon capture. As such we will explore and support projects such as on and off shore renewables which align to these ambitions.

Reducing inequalities in health and well-being by maintaining and enhancing a high quality and accessible natural environment plus ensuring fair access to low carbon energy, homes, travel options, sustainably sourced food and greener job opportunities.

Sustainably managing and enhancing the quality of our natural resources including air, water, soils and biodiversity will help increase Swansea's ecological resilience and the well-being of its inhabitants.

## Directors Assessment

### 2030 steps

The Council continues to deliver on Nature Recovery and Climate Change. The 2022-23 emissions data was successfully submitted to Welsh Government, showing an overall reduction in scope 1 & 2 emissions. Discussions underway with Leadership and Cabinet about risks attached to meeting the ambition.

### 2050 steps:

The Climate Signatories group is established and has specific projects assigned to them. These include working alongside the PSB to deliver on the climate change elements of the new Well Being Action Plan. Two projects are being driven by the group: • The development of a Swansea Adaptation & Mitigation Plan. • A 'Good Practice' mapping exercise, led by NRW

### Nature Recovery Steps:

The Nature Conservation team has been working with a wide range of partner organisations within Swansea and Gower to develop the Local Nature Recovery Action Plan (LNRAP). The plan has cabinet approval and sets out key objectives and actions that address issues causing declines in biodiversity in Swansea. It features 25 key actions to guide partner groups within the Swansea Local Nature Partnership. The aim by 2030, is to ensure that at least 30 percent of Swansea is protected and effectively managed for nature.

### 23-24 measures:

Achievements include the completion of the EV charging point installations at the Heol y Gors depot. The Fleet Manager currently working on an ULEV Strategy update. The Lagoon project continues to progress, with a recent funding application made to hopefully commence to the next phase of feasibility on a District Heating Network. The Energy Team have launched a Premise Manager Energy Toolkit, encouraging officers to audit their buildings and make simple changes to help not only reduce emissions but also to save money on energy bills. A pilot at Gorseinon Library and Housing Services building delivered good results. This supports a recent report by one of our environmental partners studying building emissions, suggesting we can make approx. 10% reductions in energy savings through behaviour change.

### 23-24 KPI's:

Encouraging staff to complete the new two Climate Change and Nature Recovery training modules has had some success and the Strategic Climate Change Project Manager and Biodiversity Natural Environment Officer have been piloting some face-to-face sessions. It is anticipated that this targeted approach will form part of the strategy to help build staff knowledge. The tree planting season is just commencing for 2023-24.

### Risks and Challenges:

The challenges we are facing include continuing with limited financial and human resources to deliver and push harder towards the NZ2030 ambition. In the main we are relying on external funding and without large investment – particularly on our buildings and fleet, the emissions figure will no doubt begin to plateau. We will look at opportunities to secure funding, but this is challenging given the pressures in the Council's MTFP. There is a significant risk that Swansea Council won't achieve net zero 2030 without significant additional investment including support nationally with resourcing. With regard to fleet – there is also concern on the ULEV supply chain putting our new KPI CCNR5 at risk. The overall risk of not achieving net zero 2030 as a council is highlighted as RED on the corporate risk register.

## Well-being objectives

Steps to achieving the Well-Being Objective	Dec 23	
	Assessment of Overall Progress	RAG
<b>Net Zero Swansea Council by 2030</b>	.	
Achieve net zero carbon emissions by 2030, following the approved Swansea Council Net Zero 2030 Delivery Plan.	As per September cabinet update report delayed until February 2024. Risk remains on red due to resource and funding issues.	Red
Reduce the council's impact on the environment, monitoring via the Welsh Government reporting process on the 6 organisational categories.	As per September's status with continual challenges around resource and funding opportunities.	Red
Replace for street lighting with LED.	25,789/29,205 street lights now LED (89%), 1443 fitted during 2022/23.	Amber
Develop a new County-wide tree planting map allowing us to plant thousands of new trees.	Strategic tree opportunity maps produced. Detailed planting plans need to be prepared following ground truthing, service checks, community consultation, etc.	Green
Continue to review the council transport fleet to maximise opportunities for use of a green fleet in line with its green fleet strategy.	December 2023 102 battery electric and 13 hybrid vehicles on fleet, representing @ 12% of corporate fleet. 100 charge points installed at depots, with 20 being installed Q1 2024. HVO trail being progressed. Proposal to review ULEV Transition Strategy being presented to CMT Jan 2024. Significant funding issues to be addressed to progress.	Amber
<b>Net Zero Swansea by 2050</b>	.	
Collectively support the wider Swansea ambition, working alongside Climate Charter signatories, PSB, citizens, schools, businesses, community groups and environmental partners to help deliver the Welsh Government ambition of Net Zero Wales by 2050.  <b>Net zero Wales by 2050</b>	All schools with Sigma logins. Online training to be delivered in February. EPF delivered 2 projects so far, including the sponsorship of the Green Economy Conference and launch of Swansea Project Zero, with 3 underway and 2 further projects in development. Energy Awareness Hub reopened in November with take up on services being offered to the community higher than for same time previous year. Signatories delivering on two projects related to PSB. Mapping exercise to be delivered end of January and A&M consultants to be appointed beginning of February. 40 businesses have attended the Towards Carbon Zero training. Resource is an issue as lots happening.	Amber
<b>Net Zero Wales by 2050</b>	.	
Develop a Swansea Adaptation and Mitigation Plan.	Scope and tender for Swansea Adaptation and Mitigation Strategy developed, open on Sell2Wales and has closed with shortlisting finished, interviews about to commence and contractor to be appointed. All signatories giving time to partnership but finding own internal pressures mean not as much time given as would like. Staff time taken up significantly on this to try and compensate for other shortfalls.	Amber

Steps to achieving the Well-Being Objective	Dec 23	
	Assessment of Overall Progress	RAG
Support delivery of the first phase of the Blue Eden Lagoon project.	Heads of Terms for Land Transactions agreed. Grant application submitted to UK Gov for design of a Heat Network.	Green
Progress the development of a council-operated solar energy farm at the City's Tir John site.	Now linked in with Blue Eden / (Swansea Energy and Transport Hub and Port Redevelopment Project)	Green
Aim to make neighbourhood greening improvements.	New GI enhancements underway and /or being planned e.g. Pier St, Sandfields, High St, Townhill	Green
Support and enable the increase and availability of electric vehicle (EV) charging points and develop a wider EV charging strategy.	Two studies have been completed on ULEV strategy. The 2023/24 roll out of destination charging is ongoing. We are now bidding for funding for 2024/25 which will include the development of an on street charging pilot.	Green
Progress discussions on the development of a hydrogen fuelling hub.	Active discussions with various parties ongoing.	Green
Work towards announcing new Active Travel routes, which develop the built and natural environment and encourages higher levels of physical activity.	Progress has been made during 2023/24 for further development and delivery of several Active Travel routes. Applications for further funding for schemes in 2024/25 are currently being progressed.	Green
<b>Nature Recovery</b>	.	
Develop and monitor the delivery of the Section 6 Corporate Biodiversity Plan and the Resilient Wales goal through annual business planning and reporting mechanisms up to 2028. We will report to Welsh Government every 3 years in line with our Biodiversity Duty.	Draft Section 6 Plan for 2023-2025 has been prepared following internal consultation.	Green
Contribute to the review, delivery and monitoring of the Local Nature Recovery Action Plan and a County Wide Green Infrastructure Strategy.	Swansea LNRAP approved and published. The Countywide GI Strategy on hold until Sept 24 pending completion of LDP GI Assessment.	Green
Improve awareness and understanding of climate change and our natural environment through provision of information, training, and events.	141 staff completed module 1 and 41 module 2. 4 toolbox talks written and on the intranet. Communications Group continuing to meet and working on behaviour change possibilities through StaffNews. 3 face-to-face training sessions delivered so far with 1 scheduled and others being planned. A Let's Talk scheduled for January 24. More staff need to undertake e learning and more face-to-face to be delivered if behaviour change and awareness is to be successful.	Amber
Work to improve the ecosystem resilience of Council owned Sites of Special Scientific Interest (SSSI), Local Nature Reserves (LNR), Sites of Importance for Nature Conservation (SINCs) and greenspaces.	Habitat management works have been undertaken at several council owned SSSI's, LNRs and SINCs	Green
Continue to deliver a programme of wildflower planting and management and take actions that help to control invasive non-native species.	Wildflower meadows managed and invasive species controlled at several sites.	Green
Engage with local communities to encourage volunteering and to support them taking action to enhance and maintain their local greenspaces and wildlife sites.	A wide range of local community biodiversity/GI projects and volunteer activities and events.	Green



Steps to achieving the Well-Being Objective	Dec 23	
	Assessment of Overall Progress	RAG
Take action to maintain and improve the quality of our air, water and soils.	Air Quality Annual Progress Report (APR) has been submitted and approved by Welsh Government. Next Report to be submitted September 2024. Bathing Water Season starts again May 2024 for Swansea Bay DSP. Officer involvement with contaminated land and planning applications continues.	Green

## Success Measures

Success Measures	Dec 23	
	Assessment of Overall Progress	RAG
Reported to Welsh Government on Swansea Council 2022-23 emissions.	Emission data submitted 2023 awaiting WG report due March 2024.	Green
Progressed phase 2 of the public buildings retrofit programme.	Carbon Reduction Retrofit Service Provider has provided High Level Assessment costs for review and approval by Service Areas and Finance towards progressing to the next stage, Investment Grade Proposal (IGP).	Green
Delivered a second year of projects with our environmental partner.	2 projects delivered and 3 being undertaken with a 5th being developed. Some within partnership are finding they have capacity issues as other funding streams unreliable and therefore this impacts on projects to be delivered by them - one partner has just pulled out of a potential project (Urban Farm) due to staff capacity issues.	Amber
Agreed a development model and progressed with the Tir John solar farm development.	Swansea Council Planning Committee approved planning permission (6th Jun 23).	Green
Agree and announce progress on the Blue Eden project with our development partner.	The Leader presented an update on Blue Eden to businesses and organisations, at the regional Green Economy Conference held in Swansea (22 Nov. 23).	Green
Built strong collaborative working relationships with climate charter signatories on the 2050 Swansea agenda.	Climate Signatories meeting every 6 weeks. ToRs signed off. Mapping exercise being analysed and A&M as above. A&M working group have 3 -4 regular attendees out of 6 due to partner capacity. Issues are same as above.	Amber
Begun to implement our ULEV Transition Strategy 2021-2030, with over 150 ULEV vehicles and fleet charge points.	Over 100 electric and hybrid vehicles deployed in fleet c/w supporting charge points. Proposal to review ULEV Transition Strategy being presented to CMY January 2024 due to significant financial barriers to progression of green fleet renewals.	Amber
Continue with the LED street lighting installation programme.	2,495 LED's fitted in 23/24 so far. Latest Government emission's factor figures have increased over 22/23 which will negatively affect our CO2 usage. Eventual saving may be 2-3% despite our conversations (out of our control).	Green
Agreed an updated tree planting and management strategy.	As above. Draft Tree Opportunity map prepared, still to be agreed/users trained	Green
Planted hundreds of new trees.	130 trees planted on Council owned land.	Green
Produced a series of Wild About your Ward Maps to support communities in identifying opportunities for enhancing local greenspaces and wildlife sites and engaging them in volunteering activities.	Baseline maps prepared for all wards, opportunity maps being developed.	Amber
Drafted Management Plans for Council owned Local Nature Reserves.	Draft Management Plans prepared for all 6 Council owned LNRs.	Green
Targeted treatment and/or removal of Invasive Non-Native Species on nature sites.	INNS removal at various locations, incl - Mumbles, Dunvant brickworks , Pwll Ddu, LNR, Bracelet Bay.	Green

Success Measures	Dec 23	
	Assessment of Overall Progress	RAG
Produced a series of Climate Change and Nature Recovery e-training modules.	2 modules. 141 completed mod 1 and 41 mod 2. More comms to go out. This is a small proportion of overall staff and issues as above.	Amber
Continued amenity grassland and road verge management trials to establish as species rich wildflower meadows.	As above. Management and monitoring of wildflower meadows ongoing	Green
Prepared a Local Nature Recovery Action Plan and a County Wide GI Strategy.	As above. Swansea LNRAP approved and published The Countywide GI Strategy on hold pending completion of LDP GI Assessment	Green

## Corporate risks for the Objective

Risk Title	Risk Description	Inherent Risk	Overall RAG @ 30.09.23	Overall RAG @ 31.12.23
Net Zero 2030 target	If we do not transform the Council to meet the collective net zero commitments asked of public bodies by Welsh Government at sufficient pace and scale, then there is a possibility that the net zero target will not be met by 2030.	25	16	16

## Transformation & Financial Resilience

### Why is this a Well-Being Objective?

Between 2023 and 2028 there will be extraordinary challenges facing individuals, communities, and public bodies in Swansea, especially as a result of the ongoing recession. At a time when our population needs public services most, they are under threat as our costs rise but our funding is falling in real terms.

Against that background, if the council is to meet its statutory obligations and deliver the commitments it has made, we will need to innovate and transform how we operate, working closer than ever with others, while continuing to ensure that everything we do is focused on meeting the needs of our population.

Our vision for this priority is to deliver, through transformation, at least the same if not better outcomes for our population and to improve our efficiency by making significant changes to the way we work and how our services are designed and delivered.

Transformation and Financial Resilience is a wellbeing objective because we need to:

- manage the public finances sustainability, recognising the huge constraints that we know we will face over the term of the plan;
- ensure the council is adequately protected from major external risks such as cyber and data security breaches and recruitment and retention challenges we have across the council and in some services in particular;
- redesign and remodel aspects of the organisation and its services to meet the changing needs and expectations of citizens within the resources we have available;
- improve our customer service to ensure our citizens can access council advice, guidance, information, and services how and when they need them;
- improve how we consult, engage, and involve our population to help us design effective and efficient services;
- reduce the council's carbon footprint;
- create a culture that values high performance, learning and continuous improvement.

### Challenges

The long-term public finance outlook is likely to remain challenging.

Demographic changes which will continue to drive increasing demand for council services and increasingly complex needs.

Demographic changes impacting on the local labour market and composition of the council workforce.

Technological advances are expected to continue to pave the way in defining how modern societies and economies will interact and develop into the future, not least our approach to social interactions, where we work, and how we access key services like education, health, and social care.

Recognition that solving complex challenges, such as substance misuse, strategic planning and meeting the needs of the older population cannot be met by the council alone and will increasingly require whole system responses through greater collaboration with partners and the population we serve.

## Directors Assessment

Delivery of the Transformation and Financial Resilience Objective continued during the third quarter of 2023-24. There was no change to the RAG status of the steps or success measures compared to quarter 2: 9 of the 11 steps are showing a Green RAG Status, while two are showing an AMBER status. Aligned to this 8 of 11 success measures are green, while 3 remain AMBER.

Turning first to financial resilience, 2023-24 continues to be a challenging year with a forecast overspend by year end on service budgets of £1.507 million and an overall total overspend of still £3.284m as at the end of December 2023. It is anticipated that these forecast overspends (which include excess unbudgeted base costs) will be offset by contingency reserves this year, adding pressure to 2024-25 year and beyond. The Council received the third best settlement from Welsh Government for 2024-25 and developed draft budget proposals during the third quarter, including £25 million of recurrent savings proposals which will be considered by Cabinet on 15 February 2024. 79% of the planned savings for 2023-24 had been delivered by the end of the third quarter, with an expectation that up to 90% will be achieved by year end.

Progress continues in relation to our Corporate Transformation Plan, with four programmes recording a GREEN RAG status. Seven programmes remain AMBER and are making progress, albeit the RAG Status reflects the long lead times often associated with transformational change. The Net Zero Programme continues to have a RED RAG status as it continues to be constrained by supply, funding, and Welsh Government reporting requirements. This is the subject of a report to Cabinet in February 2024.

Performance overall has been positive with metrics showing strong performance on payment of invoices, use of automation, handling of complaints and data protection. Sickness absence figures were higher than the quarterly target and work is underway to review current procedures and practices, including staff wellbeing services.

## Well-being objectives

Steps to achieving the Well-Being Objective	Dec 23	
	Assessment of Overall Progress	RAG
Financial Sustainability: We will maintain a sustainable Medium Term Financial Strategy which ensures the council's revenue and capital resources are aligned to the achievement of the council's wellbeing objectives and delivery of our statutory obligations both over the term of the plan. We will ensure required savings are delivered, and commercial opportunities are taken, where appropriate	December 2023 Settlement received at 3.8%, 3rd best in Wales for 24-25 and crucially exactly in line with internal planning assumptions so no surprises. However clearly below inflation and does not fund demography, demand or pay pressures fully so pressures and choices remain difficult. Uncertainty over likely specific grant cuts to come. Draft budget and MTFP proposals published 8 Jan and formal stage of budget process is currently live. Process itself is Green as all stages and timelines met to date but risks and outlook for funding future mean remains Red in risk register	Green
Transforming our business: We will, deliver the council's transformation vision and goals, through the development and implementation of a corporate transformation plan, incorporating the key transformational change projects and programmes from across the council	As at December 2023 four of the programmes are showing an overall RAG status of GREEN, seven are AMBER. Only the Net Zero Programme continues to have a RED RAG Status due to supply chain, funds, resources, constraints imposed by the Welsh Government reporting mechanism. In October 2023 the council received a positive letter from Audit Wales (AW) regarding the council's transformation arrangements which recognised lessons learning from Achieving Better Together and links to the the Council's corporate plan. AW made suggestions to further enhance the governance of the plan and these will all be implemented by the end of March 2024. associated with the programmes. When the plan was approved in April 2023, Cabinet was advised that the MTFP contained proposals amounting to £6.5 million (between 2023-24 and 2026-27) that would be facilitated by the programmes in the plan. Since then, the programmes have been further developed and the 2024-28 budget planning process is underway. As a consequence, there are expected to be changes to the savings proposals previously identified and these will be factored into the 2024-28 MTFP. 2.4 As part of the budget planning process Cabinet / CMT have discussed the potential to establish an additional transformation programme in respect of homelessness and to consider how the Enabling Communities and Adult Services might be amended to connect community development with available and relevant social services grant funded activities. Officers will develop proposals for consideration by the Cabinet / CMT Transformation Board in March 2024	Amber

Steps to achieving the Well-Being Objective	Dec 23	
	Assessment of Overall Progress	RAG
Digital Transformation: We will implement the council's digital strategy, using digital technology to improve people's lives, to enable digital access to services 24 hours a day, and to improve operational efficiency	A revised business case and proposal was approved by the Improving Customer Access Board and the Digital Transformation Board. The project will now proceed which is focusing on improving telephony and the contact centre experience for the public. The Digital Transformation Board now has a 'deep dive' agenda item so Board members can explore individual projects in more depth.	Green
Workforce Development: We will implement the council's workforce strategy and thereby develop a motivated and committed workforce that is innovative, supported, skilled and customer focused.	The Workforce and OD Transformation Programme Board have continued to meet quarterly throughout 2023/24. Projects were signed off for 2024 delivery and progress is highlighted at each update meeting. Currently out of the four themes two are on track and green, with two amber. In addition, three of the transformation programme business case projects are on track and green, with one amber. At this stage in the programme, the RAG assessment is green.	Green
Organisational Development: We will ensure the organisation's working model reflects the needs of the population and the council's agile working approach. We will review senior management structure, pay and grading to ensure they are appropriate and in line with the wider workforce pay and grading scheme. We will develop tools to help services implement change, including training, guidance, and support.	Further to the changes outlined in the September commentary work has commenced on the OD offer to the organisation and a proposal is to be discussed with Leadership Group in February 2024 for implementation in the 2024/25 year. To support the pay and grading scheme full refresher training is taking place during January and February 2024 for HOS and trade union representatives in order to continue with the integrity of the scheme. Workforce planning continues with new templates being provided for the 2024/25 year and supported by the business partners for completion.	Green
Performance Management and Governance: We will continue to embed self-assessment into the council's performance management arrangements and develop a culture of high performance, learning and continuous improvement. We will ensure the corporate plan, Medium Term Financial Strategy and Transformation Plan are aligned and support the long term needs of the population. We will also keep the council's constitution under review, including ensuring appropriate delegation arrangements for members and officers are in place.	The introduction of the new integrated quarterly and annual performance monitoring report at Q2, bringing together performance delivering the steps to meet the Councils well-being objectives and associated corporate level success measures, performance indicators and risks, provides a self-assessment of performance each quarter by the relevant directors / objective leads and the Chief Executive Officer. Rated as Amber whilst this is a new process being embedded.	Amber
Procurement: We will continue to develop the procurement supply chain locally, regionally and pan Wales to ensure our procurement activity remains ethical, looks to embed real living wage aspirations across the supply chain and weighs ever more heavily on the social value of procurement, in line with the sustainable development principles.	Oracle Purchasing Team now working to implement new spend tracking system (based on postcodes to monitor local economic impact). New legislation relating to this area (the Social Partnership and Public Procurement Act's statutory guidance relating to well-being measures) is not yet finalised with new target date May 24, so associated tracking pending publication of the Act's guidance.	Green
Operational estate: We will continue to rationalise the council's operational estate to maximise efficiency and reduce our carbon footprint.	As per September disposal programme continues.	Green



Steps to achieving the Well-Being Objective	Dec 23	
	Assessment of Overall Progress	RAG
Partnership working: We will continue to collaborate with our regional partners to progress our wellbeing objectives, specifically in relation to the strategic development planning, regional transport planning, promoting the economic well-being and delivering a regional energy strategy (through the Corporate Joint Committee), health and social care (through the West Glamorgan partnership) and education improvement (through Partneriaeth). Our collaboration will also continue with local partners to develop and implement solutions to the challenges facing our population and progress our 2040 Wellbeing Plan (through the Public Services Board).	A report on the work done by the Councils strategic partnerships was developed and presented to Governance & Audit Committee in Q3 (October 2023). This is presented every 6 months to the committee and will highlight the key challenges and achievements of the partnerships during the period being reported.	Green
Interacting with our population: We will continue to ensure that where appropriate we consult, engage, and involve our population in the design and the delivery of our policies and services, enhancing our co-production capacity and capability through pilot projects and practice.	Our updated Consultation and Engagement Strategy was approved by Council in May. We commissioned Coproduction Wales to work with us to improve our knowledge and capacity for undertaking more co-productive activity across the Council. a Coproduction champions network has been established and regular training opportunities have provided to council staff. Pilot projects have been selected to put co-production into practice, Work has progressed on producing a Coproduction Policy for the Council which will be adopted by Cabinet in January.	Green
Equality, Diversity and Human Rights: We will continue to embed equality, diversity, and human rights through all that we do as a council, implementing our Well-being Language proving the quality of our integrated impact assessments and working with partners to make Swansea a Human Rights City.	Our IIA process ensures that Equality and Diversity and Human Rights implications addressed in every decision we make as a Council and are embedded policy development. Swansea declared itself a Human Rights City in December 2022. Work has been undertaken with partners to engage with communities our Human Rights Action Plan. In June we held a successful engagement event. The outcomes of this event have directly inform the Actions plans for each PSB partner. Plans were published on the 10th December to mark Human Rights Day.	Green

Page 135

## Success Measures

Success Measures	Dec 23	
	Assessment of Overall Progress	RAG
A balanced Medium Term Financial Plan.	Draft published 8 Jan - risks remain over funding outlook but process on track and to time thus Green on process, Red on risk.	Green
Delivered all the savings proposals approved in the 2023-2024 Final Budget.	Cabinet received second quarter update on 21 December and tracker indicated 76% of savings achieved at 2nd quarter. Unlikely 100% will be achieved - which is a clear challenging stretch target - on current performance upper bound likely around 90% - although Cabinet and Directors have agreed mitigating steps must be taken and achieved to ensure overall budget is balanced - which is combination of planned savings offset and in year actions for new pressures contributing to current projected overspend.	Amber
A corporate transformation plan which is delivering major changes across the council.	The Council has a Corporate Transformation plan in place which is starting to deliver major changes across the council including: transformation of social care and additional learning needs. A new waste strategy and community hub is also being developed. The workforce function has been restructured and a new organisational development offer has been created. A full programme of digital projects has been developed and is now in implementation.	Amber
Embedded a new Enterprise Resource Planning System.	The Council is working with the new provider on a list of developments and improvements to the system. The transition to the new support model is complete and a new phase is beginning. The original implementation project has now come to an end. Post project completion activities are underway.	Green
Increased the number of Swansea Account users and improved its functionality.	Developments are underway with the Swansea Account to improve functionality and access for residents and businesses. Additional resources and technology are being procured including new modules for Freedom of Information requests and Registrars.	Green
Introduced new leadership behaviours and a management learning and development offer.	Work has now finished on the refresh of the values and behaviours and is due for approval at Leadership Group in February 2024. A proposal to CMT in February will also be made in relation to linking the values and behaviour framework with our recognition strategy for implementation in 2024/25. A full suite of leadership and management development opportunity is proposed for Leadership Group to consider and approve.	Green
Reviewed the senior management structure and pay and grading scheme.	Work continues on the chief officer job evaluation scheme and the rank order has been drafted. Report to Council with recommendations on adopting the outcome of the rank order exercise plus pay models is anticipated in March 2024.	Green

Success Measures	Dec 23	
	Assessment of Overall Progress	RAG
Strengthened the council's Performance Management and Quality Assurance Framework.	New Assurance Framework in place. The introduction of the new integrated quarterly and annual performance monitoring report at Q2, bringing together performance delivering the steps to meet the Councils well-being objectives and associated corporate level success measures, performance indicators and risks, provides a self-assessment of performance each quarter by the relevant directors / objective leads and the Chief Executive Officer. Rated as Amber whilst this is a new process being embedded.	Amber
Further develop our local supply chain and also ensure commercial opportunities are developed where appropriate.	Oracle Purchasing Team now working to implement new spend tracking system (based on postcodes to monitor local economic impact).	Green
Reduced carbon emissions from our operational estate.	Progress continues with Re-fit programme.	Green
Rolled out co-production training and toolkits across the council.	We commissioned Coproduction Wales to work with us to improve our knowledge and capacity for undertaking more co-productive activity across the Council. A Coproduction champions network has been established and regular training opportunities have provided to council staff. Engagement has take to inform our policy and view gather used to inform the toolkit. The toolkit will be rolled out following the Policy adoption in January.	Green
Developed a medium-term action plan for extending our work on human rights across Swansea	Swansea declared itself a Human Rights City in December 2022. Work has been undertaken with partners to engage with communities on our Human Rights Action Plan. In June we held a successful engagement event. The outcomes of this event have directly informed the Action plans for each PSB partner. Plans were published on the 10th December to mark Human Rights Day. Swansea Council is looking to embed Human Rights further by merging our Human Rights and Equality Plans.	Green

## Performance Indicators

Quarterly

Measure Ref ↑	Measure	Target	Actual	Performance
CHR002	The number of working days/shifts per full time equivalent lost due to sickness absence <i>Note from Corporate Performance Team - Data quality under review</i>	2.50	3.24	▲
CUST12	Percentage of corporate stage 1 complaints closed in 10 working days or less. (NO TARGET SET)		96.4%	
CUST13	Number of Swansea Account holders active during the period. (NO TARGET SET)		725	
CUST2a	Number of online payments received via City & County of Swansea websites	32,500	34,549	★
CUST2c	Number of forms completed online for fully automated processes. (NO TARGET SET)		171,055	
FINA16	Percentage of invoices and payment documents paid within 30 days. (NO TARGET SET)		94.4%	
PROC12	Number of data breaches which have resulted in a penalty notice being issued by the ICO	0	0	★

Page 138

## Corporate risks for the Objective

Risk Title	Risk Description	Inherent Risk	Overall RAG @ 30.09.23	Overall RAG @ 31.12.23
Financial Control - Budgetary Control, Annual Budget and MTFP Delivery	If we fail to deliver the Council's MTFP, budget and maintain sufficient in year budgetary financial control, and in particular do not ensure we contain service overspending, especially now inflation is embedded at levels far above the expectation of around 2%, then we will not be able to respond appropriately to continuing austerity, demographic pressures, increasing demand and pay and price pressures, potentially reopened equal pay risks across local government, and changing public expectations in both current and future years.	25	25	25
Workforce recruitment and retention	If the Council is not able to recruit and retain the right staff, then there may be reduced workforce capacity and capability, leading to lower staff morale and productivity, poor work quality, increased staff costs and reduced staff well-being / higher sickness rates.	12	6	6
Successful and Sustainable Swansea Corporate Transformation Plan	If the council does not successfully deliver the Successful and Sustainable Swansea Corporate Transformation Plan it will struggle to deliver its wellbeing objectives and to respond effectively to the external challenges it is facing up to 2028.	12	8	8

# Integrated Impact Assessment Screening Form – Appendix B

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

## Which service area and directorate are you from?

Service Area: SDU

Directorate: Corporate Services

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

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

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

Q3 2023/24 Performance Monitoring Report – This report is on performance during Q3 2023/24 in delivering the Council’s key priorities as set out in the Corporate Plan.

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

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

## Integrated Impact Assessment Screening Form – Appendix B

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

This report is on performance during Q3 2023/24 in delivering the Council's key priorities as set out in the Corporate Plan, so there is no direct impact on people or communities and no consultation or engagement is required.

---

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

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

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

High risk

Medium risk

Low risk

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

Yes

No

If yes, please provide details below

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

Yes

No

If yes, please provide details below

---

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

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

## Integrated Impact Assessment Screening Form – Appendix B

**Outcome of Screening – This report is on performance during Q3 2023/24 in delivering the Council’s key priorities as set out in the Corporate Plan, so there is no direct impact on people or communities.**

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

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

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

**Full IIA to be completed**

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

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

<b>Screening completed by:</b>
<b>Name: R Rowlands</b>
<b>Job title: Strategic Delivery &amp; Performance Manager</b>
<b>Date: 09/02/24</b>
<b>Approval by Head of Service:</b>
<b>Name: Lee Wenham</b>
<b>Position: Head of Communications &amp; marketing</b>
<b>Date: 09/02/24</b>

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



# Agenda Item 9

## Service Improvement, Regeneration and Finance Work Plan 2023/24

<p><b>Meeting 1</b> Tuesday 10am 27 Jun 2023</p>	<p><b>Last meeting of Service Improvement and Finance</b></p> <ul style="list-style-type: none"> <li>• <b>Road Repairs</b> Cllr Andrew Stevens – Cabinet Member for Environment and Infrastructure Stuart Davies – Head of Highways and Transportation Bob Fenwick – Group Leader Highways Maintenance</li> </ul>
<p><b>Meeting 2</b> Tuesday 10am 11 July 2023</p>	<p><b>Last meeting of Development and Regeneration</b></p> <ul style="list-style-type: none"> <li>• <b>Focussed Topic: Project Review - Swansea Arena</b> Cllr Rob Stewart – Cabinet Member for Economy, Finance and Strategy Cllr Robert Francis-Davies - Cabinet Member for Investment, Regeneration &amp; Tourism Lee Richards – City Centre Team Leader /Lisa Mart – Venue Director</li> <li>• <b>Regeneration Programme / Project Monitoring Report</b> Cllr Robert Francis-Davies – Cabinet Member for Investment, Regeneration, Events &amp; Tourism Phil Holmes – Head of Planning and City Regeneration Huw Mowbray - Development and Physical Regeneration Strategic Manager</li> </ul>
<p><b>Meeting 3</b> Tuesday 10am 5 Sept 2023</p>	<ul style="list-style-type: none"> <li>• <b>Revenue Financial Outturn 22-23 and Revenue Outturn 22-23 (Housing Revenue Account)</b> Cllr Rob Stewart - Cabinet Member for Economy, Finance and Strategy Ben Smith – Director of Finance / S.151 Officer</li> <li>• <b>Annual Performance Monitoring Report 2022/2023</b> Cllr David Hopkins – Cabinet Member for Corporate Services &amp; Performance Richard Rowlands – Strategic Delivery &amp; Performance Manager</li> <li>• <b>Annual Review of Performance 2022/2023</b> Cllr David Hopkins – Cabinet Member for Corporate Services &amp; Performance Richard Rowlands – Strategic Delivery &amp; Performance Manager</li> </ul>
<p><b>Meeting 4</b> Tuesday 10am 26 Sept 2023</p>	<ul style="list-style-type: none"> <li>• <b>Capital Outturn and Financing 2022/23</b> Cllr Rob Stewart - Cabinet Member for Economy, Finance and Strategy Ben Smith – Director of Finance / S.151 Officer</li> <li>• <b>Quarter 1 2023/24 Performance Monitoring Report</b> Cllr David Hopkins – Cabinet Member for Corporate Services &amp; Performance Richard Rowlands – Strategic Delivery &amp; Performance Manager</li> </ul>
<p><b>Meeting 5</b> Tuesday 10am 17 Oct 2023</p>	<ul style="list-style-type: none"> <li>• <b>Audit Wales Report – Setting of Wellbeing Objectives</b> Cllr David Hopkins – Cabinet Member for Corporate Services &amp; Performance Richard Rowlands – Strategic Delivery &amp; Performance Manager</li> <li>• <b>Welsh Public Library Standards Annual Performance Report</b> Cllr Elliott King – Cabinet Member Culture, Human Rights and Equalities Karen Gibbins – Library Services Manager Bethan Lee – Principal Librarian</li> </ul>
<p><b>Meeting 6</b> Tuesday 10am 14 Nov 2023</p>	<ul style="list-style-type: none"> <li>• <b>Q1 Revenue and Capital Budget Monitoring Report – 2023/24</b> Cllr Rob Stewart - Cabinet Member for Economy, Finance and Strategy Ben Smith – Director of Finance / S.151 Officer</li> <li>• <b>Regeneration Project(s) Update – Skyline/Copr Bay</b> Cllr Robert Francis-Davies – Cabinet Member for Investment, Regeneration, Events &amp; Tourism Phil Holmes – Head of Planning and City Regeneration</li> </ul>
<p><b>Meeting 7</b> Tuesday 10am 12 Dec 2023</p>	<ul style="list-style-type: none"> <li>• <b>Mid Term Budget Statement 2023/24</b> Cllr Rob Stewart - Cabinet Member for Economy, Finance and Strategy Ben Smith – Director of Finance / S.151 Officer</li> <li>• <b>Review of Revenue Reserves</b> Cllr Rob Stewart - Cabinet Member for Economy, Finance and Strategy</li> </ul>

	<p>Ben Smith – Director of Finance / S.151 Officer</p> <ul style="list-style-type: none"> <li>• <b>Recycling and Landfill - Annual Performance Monitoring Report</b> Cllr Cyril Anderson– Cabinet Member Community Services Chris Howell – Head of Waste Management and Parks Matthew Perkins – Group Leader, Waste</li> <li>• <b>Audit Wales Report – Digital Strategy Review</b> Andrea Lewis – Cabinet Member for Service Transformation Sarah Lackenby – Head of Digital and Customer Services</li> </ul>
<p><b>Meeting 8</b> Tuesday 10am 16 Jan 2024</p>	<ul style="list-style-type: none"> <li>• <b>Budget Proposals 2024/25 – 2027/28</b> Cllr Rob Stewart - Cabinet Member for Economy, Finance and Strategy Ben Smith – Director of Finance / S.151 Officer</li> <li>• <b>Q2 Revenue and Capital Budget Monitoring Report 2023/24</b> Cllr Rob Stewart - Cabinet Member for Economy, Finance and Strategy Ben Smith – Director of Finance / S.151 Officer</li> <li>• <b>Q2 Performance Monitoring Report 2023/24</b> Cllr David Hopkins – Cabinet Member for Corporate Services &amp; Performance Richard Rowlands – Strategic Delivery &amp; Performance Manager</li> <li>• <b>Tourism Destination Management Plan Update</b> Cllr Robert Francis-Davies – Cabinet Member for Investment, Regeneration, Events &amp; Tourism Steve Hopkins – Tourism and Marketing Manager</li> </ul>
<p><b>Meeting 9</b> Tuesday 10am 13 Feb 2024</p>	<ul style="list-style-type: none"> <li>• <b>Pre-Decision Scrutiny of Cabinet Reports: Annual Budget</b> Cllr Rob Stewart - Cabinet Member for Economy, Finance and Strategy Ben Smith – Director of Finance / S.151 Officer</li> <li>• <b>Q3 Revenue and Capital Budget Monitoring Report 2023/24</b> Cllr Rob Stewart - Cabinet Member for Economy, Finance and Strategy Ben Smith – Director of Finance / S.151 Officer</li> </ul>
<p><b>Meeting 10</b> Tuesday 10am 12 Mar 2024</p>	<ul style="list-style-type: none"> <li>• <b>Regeneration Project(s) Update 71-72 The Kingsway</b> Cllr Robert Francis-Davies – Cabinet Member for Investment, Regeneration, Events &amp; Tourism Phil Holmes – Head of Planning and City Regeneration</li> <li>• <b>Achievement against Corporate Priorities / Objectives / Policy Commitments for Development and Regeneration</b> Cllr Robert Francis-Davies – Cabinet Member for Investment, Regeneration, Events &amp; Tourism Phil Holmes – Head of Planning and City Regeneration</li> </ul>
<p><b>Meeting 11</b> Tuesday 10am 9 Apr 2024</p>	<ul style="list-style-type: none"> <li>• <b>Annual Review of Wellbeing Objectives</b> Cllr David Hopkins - Cabinet Member for Corporate Services and Performance Richard Rowlands – Strategic Delivery &amp; Performance Manager</li> <li>• <b>Q3 Performance Monitoring Report 2023/24</b> Cllr David Hopkins - Cabinet Member for Corporate Services &amp; Performance Richard Rowlands – Strategic Delivery &amp; Performance Manager</li> <li>• <b>Audit Wales Report – “Cracks in the Foundations” Building Safety in Wales</b> Cllr David Hopkins- Cabinet Member for Corporate Services &amp; Performance Carol Morgan – Head of Housing and Public Health</li> </ul>
<p><b>Meeting 12</b> Tuesday 10am 7 May 2024</p>	<ul style="list-style-type: none"> <li>• <b>Planning Annual Performance Report</b> Cllr David Hopkins – Cabinet Member for Cabinet Member for Corporate Services &amp; Performance Phil Holmes – Head of Planning and City Regeneration Ian Davies - Development Manager Tom Evans – Place making and Strategic Planning Manager</li> <li>• <b>City Centre Retail</b></li> </ul>

	<p>Councillor Rob Stewart – Cabinet Member for Economy, Finance &amp; Strategy  Cllr Robert Francis-Davies – Cabinet Member for Investment, Regeneration, Events &amp; Tourism  Paul Relf – Economic Development and External Funding Manager</p> <ul style="list-style-type: none"> <li>• <b>Audit Wales report “Springing Forward” - Workforce</b>  Cllr David Hopkins – Cabinet Member for Cabinet Member for Corporate Services &amp; Performance  Rachael Davies – Head of HR and Service Centre</li> </ul>
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**Welsh Housing Quality Standards Annual Update** – WHQS has now been achieved therefore there is no update for 23/24 however new WHQS standards are due end of 2024 therefore update on new standards can be given in 24/25.

**Annual Complaints Report** – Moved to SPC

**Welsh Language Standards Annual Report** – Moved to SPC

Councillor Chris Holley  
Convener  
Service Improvement and Finance  
Scrutiny Performance Panel

*Please ask for:* Councillor Rob Stewart  
*Direct Line:* 01792 63 6366  
*E-Mail:* [cllr.rob.stewart@swansea.gov.uk](mailto:cllr.rob.stewart@swansea.gov.uk)  
*Our Ref:* RS/JW  
*Your Ref:*  
*Date:* 12 March 2024

Dear Councillor Holley

## **SERVICE IMPROVEMENT, REGENERATION AND FINANCE SCRUTINY PERFORMANCE PANEL 15 FEBRUARY 2024**

Thank you for your letter of the 14 February 2024.

I respond to your queries as follows.

- An explanation of the regrading of one post (from grade 7 to 9) in the Welsh Translation Service listed in the service pressures and investments table in the Revenue Budget.

### **Response**

A review of the Welsh Translation Unit (WTU) in 2023 identified the need for a senior translator to provide a quality assurance role and to support the other translators' Continuing Professional Development. At the time of the review the WTU comprised six Grade 7 translator posts, one of which became vacant during 2023-24 presenting the opportunity to regrade the vacant post to a Grade 9 Senior Translator role. The new Grade 9 post is currently being advertised.

- Clarification of the move from Mod Gov to cloud listed in service pressures and investments table in the Revenue Budget.

### **Response**

The Modern.gov software was hosted on a Swansea Council server until 5 March 2024. It has now moved to a Modern.gov cloud hosted solution. There are several reasons for this move:

The Swansea Council Server was nearing end of life and would cease to be supported by Microsoft in the coming months.

Modern.gov do not allow their software to be hosted on a third party cloud server. The Head of Democratic Services was keen to place the software onto a cloud based solution to ensure resilience. Failure to have adequate resilience could invalidate decisions at a meeting; should documents not be available for at least 3 clear working days.

The Modern.gov cloud solution was purchased with a significant discount of 15-20% and will allow access to the Modern.gov Hub System which will be launched shortly.

- Clarity on whether the figures shown for city deal funding in the Swansea Central City Deal Programme Capital Expenditure and Budget are the final amounts that Swansea is due to receive.

### **Response**

Yes the figures shown for city deal funding in the Swansea Central City Deal Programme Capital Expenditure and Budget are the final amounts that Swansea is due to receive.

Yours sincerely



**Y CYNGHORYDD/COUNCILLOR ROB STEWART  
ARWEINYDD/LEADER**

**To:**  
**Cllr Robert Francis-Davies**  
**Cabinet Member for Investment,**  
**Regeneration, Events & Tourism**

*Please ask for:*  
*Gofynnwch am:*

Scrutiny

*Direct Line:*  
*Llinell Uniongyrochol:*

01792 636292

*e-Mail*  
*e-Bost:*

scrutiny@swansea.gov.uk

**BY EMAIL**

*Date*  
*Dyddiad:*

28 March 2024

**Summary:** This is a letter from the Service Improvement, Regeneration and Finance Scrutiny Performance Panel to the Cabinet Member for Investment, Regeneration, Events and Tourism, following the meeting of the Panel on 12 March 2024. It covers the achievements against Corporate Priorities / Objectives / Policy Commitments and an update on 71-72 The Kingsway. This letter requires a response by 18 April.

Dear Cllr Francis-Davies,

On the 12 March, the Panel met to review achievements against Corporate Priorities / Objectives / Policy Commitments and progress on 71-72 The Kingsway. We are grateful to yourself and officers for their attendance and contributions.

### **Achievement against Corporate Priorities / Objectives / Policy Commitments**

Paul Relf updated us on the various funding support that is available and gave an overview of the achievements in the planning and city regeneration teams.

### Update on Developments

We discussed the empty Debenhams site and asked for an update on the progress of finding a tenant, we heard that there is an active steering group looking at all the options and you have offered to provide us with the holding costs. We noted the huge public interest in the site, you mentioned that whilst Debenhams is an important site in the Quadrant the Debenhams closure is not unique to Swansea. We also asked for a timescale on Castle Square and heard that a 12 month construction period will commence later this year.

We were interested in the Civic Centre and the wider work of Urban Splash mentioned in the report. You explained the interplay between sites with the Civic Centre development unable to start till fully vacated but it cannot be vacated until Copr Bay North is complete. We wondered if it the Council were starting to consider a time scale for the Civic Centre and heard that this is a priority site with an estimation of 5 years

**OVERVIEW & SCRUTINY / TROSOLWG A CHRAFFU**

**SWANSEA COUNCIL / CYNGOR ABERTAWE**

**GUILDHALL, SWANSEA, SA1 4PE / NEUADD Y DDINAS, ABERTAWE, SA1 4PE**

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

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

overall. We asked for an indication of a completion date on Copr Bay, whilst a timeline is not yet available we were given assurances that surveys are underway and everything possible is being done to bring this to completion.

We were interested to hear more about the commitment to invest in towns and villages and the officer informed us there are seven district centres each with a draft place making plan with funding available through a number of funding avenues. Officers are working through those schemes as quickly as possible. Active travel is also considered alongside green spaces with a partnership approach.

We were also interested in the progress with Penderyn and heard that they employ 15 full time equivalent posts. You have offered to provide us with visitor numbers. We also raised concern with TAN 15 and the impact on development opportunities along the river Tawe, you told us that the Leader is at the forefront of objecting to TAN 15 and that you have prioritised working with Urban Splash on the St Thomas site.

#### Hotels

We discussed hotel provision including the potential build on the site next to the Arena and the LC which you envisage to be a 4 star/higher end hotel. We asked if funding might be available from the Welsh Tourist Board, applications for interest are currently being accepted and once more is known you plan to explore gap funding opportunities. We also asked for updates on current hotel provision including the Dragon and Dolphin Hotels, your officer was able to update us that installation of Dragon hotels green living wall will commence shortly, thanks to a Transforming Towns bid and have also offered to update us on the Dolphin Hotel.

#### Job growth

We asked for more detail to the report regarding the creation of thousands of jobs in Swansea. We noted that figures in the Local Development Plan (LDP) were for the potential to create 13,600 jobs. We heard that the jobs referenced in the report are created with grant support with the number increasing over time, this data is being collected by officers and we would be interested to see this in the near future. Additionally, you explained that the LDP is a changing, evolving, and aspirational document which will be affected by economic change.

We raised concerns about providing space for companies. The report references a desire to attract new companies, we asked what these spaces might be and where they could be located. You responded that the Kingsway is providing much needed office provision along with other sites in the city provided by the private sector. Regarding industrial space, we particularly highlighted the lack of space for manufacturers and expressed concern for the large number of flats going up in the city

#### **OVERVIEW & SCRUTINY / TROSOLWG A CHRAFFU**

SWANSEA COUNCIL / CYNGOR ABERTAWE

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centre. Officers replied informing us that grants are in place to support smaller manufacturers and that funding is being explored for sites which can accommodate manufacturing space around the county on which details can be provided in the near future. We would be interested to see these details when available.

We also raised concerns about job provision through grant schemes and the sustainability of these jobs once funding runs out. Officers assured us that sustainability is considered when awarding the grants and revenue costs are not funded. Grants are there to encourage and support business growth rather than directly funding a job role. Cash flow is scrutinised, and challenge is provided from Business Wales advisors. We would however appreciate more detail on this. You also mentioned small businesses coming out universities, higher and further education and offered to share some case studies with us in the future.

### **71/72 The Kingsway**

Officers provided us with an update on the site which we were pleased to hear is closing in on practical completion with its key objectives to stimulate employment, economic growth and footfall in the city centre and surrounding areas with ongoing formal marketing of the building that will continue until fully let. Discussions with potential tenants continue and it is anticipated that the building will be fully let within a reasonable time scale but not on practical completion.

We asked for clarity on the total City Deal funding given, as the report references the Kingsway development has received 13.7m and we are also aware the Arena has received funding through this. You have offered to provide this. We also asked for an update on the side access to Picton Arcade, we feel this is important for local businesses not to be at risk of losing trade. We were informed that this is still being considered and it is moving forward. We also asked about bicycle storage in the development and heard there is provision as well as a number of electric bike charging points.

We raised concerns about the demand for office space as since the Kingsway site was conceived, other new private development office spaces have also been developed and home working is still very present. We were given assurance that despite hybrid working, businesses are still seeking quality office space as prior to these developments Swansea had almost no grade A office space. The offer will include a choice of spaces of different sizes with reconfiguration possible for flexibility, and in order to bring investment and jobs to Swansea, office space provision is needed and plays a part in the overall revitalization of the city centre. We were assured that all marketing opportunities were explored including a joined up approach to advertise what Swansea can offer.

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### Your Response

We welcome your comments on any of the issues raised and request a formal response by 18 April in regard to the following –

- Ongoing holding costs on Debenhams and general update.
- Trading status of the Dolphin Hotel.
- Visitor numbers for the Penderyn Visitor Centre.
- Any further information to demonstrate that jobs created through funding business growth will not be temporary until funding runs out.
- Clarification on the total amount and breakdown of City Deal funding.

If any of these points require a commercially sensitive response this can be sent separately to the letter reply.

Yours sincerely,

A handwritten signature in black ink, appearing to read "Chris Holley", with a long, sweeping tail stroke.

### Councillor Chris Holley

Convener, Development and Regeneration Performance Panel

✉ [cllr.chris.holley@swansea.gov.uk](mailto:cllr.chris.holley@swansea.gov.uk)

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