



**Dinas a Sir Abertawe**

**Hysbysiad o Gyfarfod**

Fe'ch gwahoddir i gyfarfod

## **Y Cabinet**

**Lleoliad:** Cyfarfod Aml-Leoliad - Ystafell Gloucester, Neuadd y Ddinas / MS Teams

**Dyddiad:** Dydd Iau, 20 Ebrill 2023

**Amser:** 10.00 am

**Cadeirydd:** Cynghorydd Rob Stewart

**Aelodaeth:**

Cynghorwyr: C Anderson, R Francis-Davies, L S Gibbard, H J Gwilliam, D H Hopkins, E J King, A S Lewis, A Pugh, R V Smith a/ac A H Stevens

**Gwyllo ar-lein:** <http://bit.ly/3MxMqLG>

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**Gweddarlledu:** Gellir ffilmio'r cyfarfod hwn i'w ddarlledu'n fyw neu'n ddiweddarach drwy wefan y cyngor. Drwy gymryd rhan, rydych yn cytuno i gael eich ffilmio ac i'r delweddau a'r recordiadau sain hynny gael eu defnyddio at ddibenion gweddarlledu a/neu hyfforddiant o bosib.

**Mae croeso i chi siarad Cymraeg yn y cyfarfod.**

Dywedwch wrthym erbyn canol dydd, ddeuddydd cyn y cyfarfod.

### **Agenda**

**Rhif y Dudalen.**

**1. Ymddiheuriadau am absenoldeb.**

**2. Datgeliadau o fuddiannau personol a rhagfarnol.**

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

**3. Cofnodion.**

Cymeradwyo a llofnodi cofnodion y cyfarfod(ydd) blaenorol fel cofnod cywir.

**1 - 7**

**4. Cyhoeddiadau Arweinydd y Cyngor.**

**5. Cwestiynau gan y cyhoedd.**

Gellir cyflwyno cwestiynau'n ysgrifenedig i'r Gwasanaethau Democratiaid [Democratiaeth@abertawe.gov.uk](mailto:Democratiaeth@abertawe.gov.uk) hyd at ganol dydd y diwrnod cyn y cyfarfod. Bydd cwestiynau ysgrifenedig yn cael eu blaenoriaethu.

Gall y cyhoedd ddod a gofyn cwestiynau'n uniongyrchol os bydd

amser.

Rhaid i gwestiynau fod yn berthnasol i'r eitemau ar ran agored yr agenda ac ymdrinnir â nhw o fewn cyfnod o 10 munud.

6. **Hawl i holi cynghorwyr.**
  7. **Penodiadau Llywodraethwyr yr Awdurdod Lleol. 8 - 12**
  8. **Rhaglen Trawsnewid y Gweithlu a Datblygu. Sefydliadol. 13 - 65**
  9. **Strategaeth Digidol 2023-2028 a Rhaglen Trawsnewid. 66 - 128**
  10. **Abertawe Lwyddiannus a Chynaliadwy - Cynllun Trawsnewid Corfforaethol 2023. 129 - 237**
  11. **Adroddiad Blynyddol y Bartneriaeth Hamdden 2021/2022. 238 - 259**
  12. **Cynllun Ardal Partneriaeth Ranbarthol Gorllewin Morgannwg 2023-2027. 260 - 326**
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**Cyfarfod Nesaf:** Dydd Iau, 18 Mai 2023 ar 10.00 am

*Huw Evans*

**Huw Evans**

**Pennaeth Gwasanaethau Democrataidd**

**Dydd Mercher, 12 Ebrill 2023**

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**Cyswllt: Gwasanaethau Democrataidd - Ffon: (01792) 636923**

# Agenda Item 3.



**City and County of Swansea**

**Minutes of the Cabinet**

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

**Teams**

**Thursday, 23 March 2023 at 10.00 am**

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

**Councillor(s)**

C Anderson  
H J Gwilliam  
A S Lewis  
A H Stevens

**Councillor(s)**

R Francis-Davies  
D H Hopkins  
A Pugh

**Councillor(s)**

L S Gibbard  
E J King  
R V Smith

**Officer(s)**

Huw Evans  
Tracey Meredith  
Martin Nicholls  
Ben Smith

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

**Also present**

Councillor(s): P M Black

**Apologies for Absence**

Councillor(s):

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## 149. Disclosures of Personal and Prejudicial Interests.

In accordance with the Code of Conduct adopted by the City and County of Swansea, the following interests were declared:

- 1) Councillor A Pugh declared a Personal & Prejudicial Interest in Minute 156 "Local Authority Governor Appointments" and withdrew from the meeting prior to its consideration".
- 2) Councillor R V Smith declared a Personal & Prejudicial Interest in Minute 156 "Local Authority Governor Appointments" and stated that he had dispensation from the Standards Committee to Stay, Speak but Not Vote on matters relating to the Appointment of Local Authority Governors.
- 3) Councillor L S Gibbard declared a Personal Interest in Minute 159 "Building Capital Maintenance Programme 2023-2024".

**150. Minutes.**

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

- 1) Cabinet held on 16 February 2023.

**151. Announcements of the Leader of the Council.**

**1) Explosion at Clydach Road, Morriston**

The Leader of Council referred to the recent tragic death following an explosion at Clydach Road, Morriston. He gave condolences to the family on behalf of the victim.

He also thanked the Swansea Council Officer, the Housing Team and the Emergency Services for supporting the community.

**2) Condolences, Councillor Hazel Morris**

The Leader of the Council referred to the recent death of Councillor Hazel Morris. He stated that Councillor Morris had represented the Penderry Ward for 15 years.

All present observed a minute's silence as a mark of sympathy and respect.

**3) Freeport at Milford Haven & Port Talbot**

The Leader of the Council welcomed the announcement that Neath Port Talbot Council and Pembrokeshire Council as part of the Swansea Bay City Region had been successful in their bid to have Freeports at Milford Haven & Port Talbot.

**152. Public Question Time.**

No questions were asked.

**153. Councillors' Question Time.**

No questions were asked.

**154. Pre-decision Scrutiny - National 20 Mph Default Speed Limit Including Consideration of the Exemptions Process.(Verbal)**

Councillor P M Black provided pre-decision feedback.

**155. National 20 Mph Default Speed Limit Including Consideration of the Exemptions Process.\***

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

The Cabinet Member for Environment & Infrastructure submitted a report that outlined the proposal to make the national default speed limit on restricted roads 20mph and detail those roads which will be exempt and remain at 30mph. The report sets out the consultation process to be followed and seeks confirmation of the approach taken.

**Resolved that:**

- 1) The mandatory Welsh Government requirement to implement a default 20mph in Swansea be noted.
- 2) The approach detailed in the report in respect of the implementation of the 20mph default speed limit in Swansea be endorsed.
- 3) Authority be delegated to the Cabinet Member for Environment and Infrastructure to approve the exceptions agreed with individual Ward Members leading to the formal public advertisement of the appropriate Traffic Regulation Orders.

**156. Local Authority Governor Appointments.**

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

**Resolved that:**

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

1)	Crwys Primary School	Michael Clinch
2)	Llanrhidian Primary School	Laura Alexander
3)	St Thomas Primary School	Rev Steven Bunting
4)	Talycopa Primary School	Cllr Alyson Pugh
5)	Tre Uchaf Primary School	Rachel Rees
6)	YGG Gellionnen	Helen Jones
7)	YGG Lonlas	Angharad Wooldridge
8)	YGG Pontybrenin	Keith Collins
9)	YGG Tan y Lan	Gareth Huxtable
10)	Y G Bryntawe	David Williams

**157. Quarter 3 2022/23 Performance Monitoring Report.**

The Cabinet Member for Corporate Services & Performance submitted a report that outlined the Corporate Performance for Quarter 3 2022/2023.

**Resolved** that:

- 1) The Council's performance in respect of managing the pandemic and its aftermath and achieving the Council's wellbeing objectives for Quarter 3 of 2022-23 be noted.
- 2) The use of this information to inform executive decisions on resource allocation and, where relevant, corrective actions to manage and improve performance and efficiency in delivering national and local priorities be endorsed.

**158. Disabled Facilities & Improvement Grant Programme 2023/24.**

The Cabinet Member for Service Transformation submitted a report that provided details of the Disabled Facilities & Improvement Grant Programme and sought approval to include schemes in the 2023/24 Capital Programme. It also sought to comply with Financial Procedure Rule 7 "Capital Programming and Appraisals" - to commit and authorise schemes as per the Capital Programme.

**Resolved** that:

- 1) The Disabled Facilities and Improvement Grant Programme as detailed in the report be approved, including its financial implications, and that the Programme be included in the 2023/24 capital budget.

**159. Building Capital Maintenance Programme 2023/24.**

The Cabinet Member for Economy, Finance & Strategy submitted a report that sought to agree the schemes to be funded through the Capital Maintenance Programme.

**Resolved** that:

- 1) The proposed capital maintenance schemes as listed in Appendix A of the report be approved.
- 2) The schemes and their financial implications as identified in Appendix C of the report be authorised to be included in the capital programme.

**160. Capital Allocation to Highway Infrastructure Assets 2023-24.**

The Cabinet Member for Environment & Infrastructure submitted a report that sought to confirm the Capital Work Programme for highway infrastructure assets.

**Resolved that:**

- 1) The proposed indicative allocations, together with the Financial Implications set out in Appendix A of the report be approved and included in the Capital Programme.
- 2) Authority be delegated to the Head of Highways and Transportation with the agreement of the Cabinet Member for Environment and Infrastructure to prioritise, finalise and allocate funding to the appropriate schemes in line with the prioritisation approach detailed in this report.

**161. Third Sector Compact Agreement Update.**

The Cabinet Member for Wellbeing submitted a report that provided an update on Swansea's Third Sector Compact Agreement and the work to date of the Compact Liaison Group who were formed as part of the updated Swansea Compact Agreement with the Voluntary Sector in 2018.

**Resolved that:**

- 1) The report be noted.

**162. Swansea Public Toilet Strategy – Revised 2023.**

The Cabinet Member for Community submitted a report that sought approval for Swansea's revised Public Toilet Strategy.

**Resolved that:**

- 1) The revised Swansea Public Toilet Strategy be approved.
- 2) The future actions for delivery as set out in paragraph 3 of the report be approved and authority be delegated to the Director of Place and Cabinet Member for Community to make any amendments or changes to the delivery plan.

**163. National Empty Homes Scheme 2023 – 2025.**

The Cabinet Member for Service Transformation submitted a report that sought to provide details of the Welsh Government National Empty Homes Grant scheme and sought approval to participate in the scheme including match funding requirements and to include the scheme within the 2023/2024 and 2024/25 capital programmes to comply with Financial Procedure Rule 7 "Capital Programming and Appraisals" - to commit and authorise schemes to the Capital Programme.

**Resolved that:**

- 1) The Council's participation in the National Empty Homes Grant scheme and approves the provision of the match funding requirements be approved.

- 2) The inclusion of the National Empty Homes Grant scheme in the 2023-24 and 2024-25 capital programmes be approved.

**164. FPR7 Report - The Welsh Government Transforming Towns - Placemaking Grant.**

The Cabinet Member for Investment, Regeneration & Tourism submitted a report that sought to comply with Financial Procedure Rule 7 "Capital Programming and Appraisals" - to commit and authorise schemes to the Capital Programme.

**Resolved that:**

- 1) The fact that the grant application as set out in the report has been approved by Welsh Government as part of the 2022/23-2024/25 capital bidding round for the Welsh Government Transforming Towns Programme be noted.
- 2) The addition of the Welsh Government Transforming Towns Placemaking Grant Programme funding to the capital programme to support the delivery of the schemes outlined in paragraph 2.2 of the report be approved.
- 3) It be noted that an inter authority agreement is being prepared to protect the Council's position as lead Authority in distributing the funding received from Welsh Government to deliver the schemes on a regional basis and authority be delegated to the Head of Planning and City Regeneration in consultation with the Chief Legal Officer to enter into the agreement on behalf of the Council.

**165. Business Rates – Temporary Rate Relief Scheme (Wales) 2023/24.**

The Chief Finance Officer (Section 151 Officer) submitted a report that provided information and sought the adoption of a temporary Retail, Leisure and Hospitality Rates Relief Scheme relating to Business Rates, which has been introduced by Welsh Government for the financial year 2023/24.

**Resolved that:**

- 1) The details of the scheme set out in the report be noted.
- 2) The rate relief scheme outlined in the report for 2023/24 be adopted.

**166. Urgent Item**

The Leader of the Council stated that pursuant to Paragraph 100B (4) (b) of the Local Government Act 1972, he considered that the "Acquisition, Swansea City Centre" report should be considered at the meeting as a matter of urgency.

**167. Exclusion of the Public**

Cabinet were requested to exclude the public from the meeting during consideration of the item(s) of business identified in the recommendations to the report(s) on the



grounds that it / they involve the likely disclosure of exempt information as set out in the exclusion paragraph of Schedule 12A of the Local Government Act 1972, as amended by the Local Government (Access to Information) (Variation) (Wales) Order 2007 relevant to the items of business set out in the report(s).

Cabinet considered the Public Interest Test in deciding whether to exclude the public from the meeting for the item of business where the Public Interest Test was relevant as set out in the report.

**Resolved** that the public be excluded for the following item(s) of business.

**(Closed Session)**

**168. Acquisition, Swansea City Centre**

**Reason for Urgency:** The acquisition is required to be completed this financial year and must comply with the grant conditions.

**Call In Procedure - Urgency:** *This decision is exempt from the Authority's Call In Procedure as "either the Head of Paid Service, the Section 151 Officer or the Monitoring Officer certifies that any delay likely to be caused by the Call In Procedure could seriously prejudice the Council or the Public Interest including failure to comply with Statutory requirements".*

The Cabinet Member for Investment, Regeneration & Tourism submitted a report that sought approval to finalise the acquisition within Swansea City Centre as detailed in the report.

**Resolved** that the amended recommendations as detailed be approved.

**Note:** The meeting was adjourned for 23 minutes (11.27-11.50) during this Item to allow for the Appointments Committee to meet as scheduled.

The meeting ended at 12.32 pm

**Chair**

<b>Call In Procedure – Relevant Dates</b>	
Minutes Published:	<b>23 March 2023</b>
Call In Period Expires (3 Clear Working Days after Publication):	23.59 on 28 March 2023
Decision Comes into force:	29 March 2023

# Agenda Item 7.



## Report of the Local Authority Governor Appointment Group

Cabinet – 20 April 2023

### Local Authority Governor Appointments

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

#### 1.0 The nominations referred for approval

1.1 The nominations are recommended for approval as follows:

1. Cadle Primary School	Mrs Dawn Church
2. Clwyd Primary School	Mr Dominic Nutt

#### 2.0 Financial Implications

2.1 There are no financial implications for the appointments; all costs will be met from existing budgets.

### **3.0 Legal Implications**

3.1 There are no legal implications associated with this report.

### **4.0 Integrated Assessment Implications**

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

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

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

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

4.2 Following the completion of the IIA process it has been identified there are no negative impacts and a full IIA is not required.

4.3 There is no need for mitigation as impacts that have been identified are not negative impacts. The panel choose Governors, no public consultation is required. In order for schools to run effectively they need to have effective Governing Bodies, this appointment supports this.

**Background papers:** None

**Appendices:**

Appendix A - Integrated Impact Assessment Form

# Integrated Impact Assessment Screening Form – Appendix A

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

## Which service area and directorate are you from?

Service Area: Achievement and Partnership

Directorate: Education

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

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

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

Appointing Local Authority governors to schools in Swansea

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

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

## Integrated Impact Assessment Screening Form – Appendix A

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

This activity does not require consultation

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

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

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

High risk

Medium risk

Low risk

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

Yes

No

If yes, please provide details below

- 
- Q7** What is the cumulative impact of this proposal on people and/or communities when considering all the impacts identified within the screening and any other key decisions affecting similar groups/ service users made by the organisation?  
(*You may need to discuss this with your Service Head or Cabinet Member to consider more widely if this proposal will affect certain groups/ communities more adversely because of other decisions the organisation is making. For example, financial impact/poverty, withdrawal of multiple services and whether this is disadvantaging the same groups, e.g., disabled people, older people, single parents (who are mainly women), etc.*)

In order for schools to run effectively they need to have effective Governing Bodies.

# Integrated Impact Assessment Screening Form – Appendix A

## Outcome of Screening

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

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

We have identified high impact on children and young people because it is in school environment and Governors are appointed to those school. Race, Religion and Welsh language have been also identified as high impact because we have some religious and welsh language schools. There is no need for mitigation as impacts that have been identified are not negative impacts The panel choose Governors, no public consultation required. In order for schools to run effectively they need to have effective Governing Bodies, this appointment supports this..

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

Full IIA to be completed

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

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

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

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

# Agenda Item 8.



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

Cabinet – 20 April 2023

### Workforce and OD Transformation Programme

<b>Purpose:</b>	To approve the new Workforce and OD Transformation Programme.
<b>Policy Framework:</b>	Corporate Plan 2023-28, Workforce Strategy 2022-2027, Transformation and Future Council Development Well-Being Objective, Medium Term Financial Plan
<b>Consultation:</b>	Access to Services, Finance, Legal.
<b>Recommendation(s):</b>	It is recommended that Cabinet:  1) Approves the proposed investment of £391,000 to fund the initial priority projects identified in the Workforce and OD Transformation Programme Business Case (Appendix A).
<b>Report Authors:</b>	Rachael Davies
<b>Finance Officer:</b>	Ben Smith
<b>Legal Officer:</b>	Debbie Smith
<b>Access to Services Officer:</b>	Rhian Millar

#### 1. Introduction

- 1.1 The Workforce Strategy was approved by Cabinet in October 2022 after a period of design and consultation with stakeholders during 2022.
- 1.2 The Workforce Strategy 2022-2027 (Appendix B) contains four key themes to drive organisational culture and improvement over the lifespan of the strategy, contributing to the 2023-2028 Corporate Plan, '*Successful and Sustainable Swansea.*'

- 2. Workforce and OD Transformation Programme Business Case 2023-28**
- 2.1 The Workforce and OD Transformation Programme business case (Appendix A) sits alongside the Council's Workforce Strategy 2022-27. The programme includes projects that will deliver the strategic goals of the Workforce Strategy and the overall transformation aspirations of the Corporate Plan. The business case outlines those initial projects in the first two years requiring additional investment.
- 2.2 The business case presents the following:
- The clear links that deliver the Corporate Plan well-being objectives
  - The chosen projects have been selected against three types of transformation – cultural, systems or structural. These projects are transformational, address a service gap, mitigate corporate risks and/or deliver MTFP savings.
  - Benefits for internal customers, potential future job applicants and the wider Council
  - The programme has close links with other transformational programmes such as Waste Strategy, Transforming Additional Learning Needs, Digital Transformation.
  - Critical success factors align with the five ways of working
  - Robust governance and programme management arrangements are in place, with the programme reporting up to the Transformation Delivery Board, CMT and Cabinet, with assurance and oversight by Scrutiny
  - The programme will conclude with an evaluation and final report to identify how the activities have delivered the Workforce Strategy vision and goals.
- 2.3 The transformation projects to be taken forward in the first year are:
- Leadership and Management – Coaching and Mentoring Programme
  - A Workforce Fit for the Future – Transforming HR&OD Services
  - Employer of Choice – Oracle Fusion Recruitment
  - Employee Wellbeing and Inclusion – Reviewing sickness absence and occupational health provision
- 2.4 The following projects will be a secondary developmental phase with a view to potentially taking them forward in future years depending on changing priorities and budget resource availability as the strategy evolves:
- Further development of Oracle Fusion module functionality
  - Organisational wide development needs analysis
  - Career pathways and succession planning strategies
  - Career Development Programmes



- 2.5 Appendix C outlines the additional project list that will be considered in the early part of the strategy lifespan and together with the transformation projects forms the cumulative total of work to be delivered against the objectives of the Workforce Strategy.
- 2.6 The programme requests investment for the identified set of projects of £391,000 in order to support identified future MTFP savings of £450,000 through transforming the way we work.

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

- 3.1 The Council is subject to the Equality Act (Public Sector Equality Duty and the socio-economic duty), the Well-being of Future Generations (Wales) Act 2015 and the Welsh Language (Wales) Measure, and must in the exercise of their functions, have due regard to the need to:
- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Acts.
  - Advance equality of opportunity between people who share a protected characteristic and those who do not.
  - Foster good relations between people who share a protected characteristic and those who do not.
  - Deliver better outcomes for those people who experience socio-economic disadvantage
  - Consider opportunities for people to use the Welsh language
  - Treat the Welsh language no less favourably than English.
  - Ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs.
- 3.2 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 takes into account other key issues and priorities, such as poverty and social exclusion, community cohesion, carers, the United Nations Convention on the Rights of the Child (UNCRC) and Welsh language.
- 3.4 An IIA screening (Appendix D) was carried out for the Workforce Strategy and has been updated to include the Workforce and OD Transformation Programme. The screening has identified that there should be low impact on a wide range of groups as a result of the report's approval, however the impact should be a positive one rather than negative. Whilst the proposed programme may apply to a wide range of Council employees it largely reflects existing workforce policies.

Each project and associated actions listed may be subject to its own IIA process.

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

3.6 The Workforce and OD Transformation Programme adheres to the Transformation and Financial Resilience well-being objective in the Corporate Plan, so that our workforce is sustainable and resilient for the future. Well-being and future generations and the five ways of working considerations include:

- The programme includes activities and projects to ensure the Council's workforce is sustainable in the longer term
- The programme is integrated with the corporate plan and wellbeing objectives, workforce, and digital strategies
- The programme will involve others by engaging with the internal customer/trade unions and external potential future workforce applicant, working digitally by default where possible and co-producing in social partnership where appropriate
- Working with others to share learning and good practice
- The programme will achieve prevention through projects that aspire to improve performance

3.7 With regard to the cumulative impact of the programme, each project will include its own IIA screening. The overall programme, overseen by the Workforce and OD Transformation Board, will continuously review the overall impact on the workforce as the programme develops and delivers.

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

4.1 The programme requests investment for the proposed projects of £391,000 and is to be funded from the Council's restructure reserve.

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

5.1 There are no legal implications associated with this report.

**Background Papers:** None

#### **Appendices:**

Appendix A

Workforce and OD Transformation Programme Business Case

Appendix B

Workforce Strategy 2022-2027

Appendix C

Workforce Strategy Project Plan

Appendix D

IIA Screening



## Workforce and OD Transformation Programme Business Case

### 1. Introduction

- 1.1 The Council's Workforce Strategy 2022-2027 contains 43 key strategic objectives across four workforce themes, all of which are anticipated to be achieved within the lifetime of the strategy. Whilst a number of these objectives are specific areas of focus for business-as-usual activity, there are some critical transformational elements that will complement the day-to-day delivery.
- This business case seeks additional investment to deliver the transformation required in Years 1 and 2 of the Programme.

### 2. Strategic Case

- 2.1 The Council has ambitious plans for the city and county of Swansea which are heavily dependent on the capacity, capability and commitment of our workforce. We will need to tackle numerous internal and external challenges as we seek to achieve our objectives over the coming years and will need a workforce that can adapt and respond accordingly.
- Our 2023-28 Corporate Plan, *Successful and Sustainable Swansea*, sets out the Council's priorities for the next five years, one of which is **Transformation and Financial Resilience** to ensure the council and the services we provide are sustainable and fit for the future. There are two workforce related steps under this priority:
- **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.
  - **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.

## 2.2 Workforce Strategy

To achieve our Corporate Plan objective set out above, we need a strong vision for the workforce and a clear strategy on how we will navigate internal and external challenges and opportunities to create a workforce that is fit for the future and that can help the council to achieve its ambitious plans.

This will be achieved through five goals:

1. A workforce with the capacity to deliver statutory requirements and council wellbeing objectives
2. Highly and appropriately skilled employees across the wide range of roles
3. A motivated and valued workforce with high levels of engagement and wellbeing
4. A workforce that lives and breathes the organisation's values and the sustainable development five ways of working
5. An employment offer that will make Swansea Council an employer of choice

## 2.3 The rationale for transformation

The Workforce and OD Transformation Programme will aim to ensure that our workforce is supported to develop the following attributes in order to be adaptable, flexible, multi-skilled and committed to excellent public service.

- **Customer focussed** – ensuring we work with and listen to residents, contractors, members and colleagues to develop and deliver best customer service at all times, treating everybody with respect.
- **More agile and digitally skilled** – delivering services in different ways, using technology to maximise efficiencies and reduce our reliance on traditional ways of working.
- **Business focussed** –operating and acting efficiently in the delivery of Council business.
- **Collaborative** – services are increasingly likely to be delivered working in partnership with other services, as well as private, public and third sector partners.
- **Flexible, adaptable and innovative** –to embrace a changing environment, anticipate future trends as well as finding innovative ways to deliver services.
- **Outcome focussed and high performing** – whatever we do will need to have identifiable outcomes that align with both our long term goals and take account of the objectives of local, regional and national partners.

- Understand, and buy in to our priorities (well-being objectives) – being clear about our direction and understand how we contribute to achieving our priorities and how these integrate with the **wider partnership** context.
- **Engaged, motivated and resilient** – being well informed, clear on the direction of the organisation and resilient to meet the challenges ahead.
- Demonstrate **great Leadership** –so that managers role model visible, fair and pro-active leadership, supporting the workforce and ensuring that poor performance is managed effectively.
- Ensuring we are safe at all times and work in a **healthy and supportive environment** that takes a preventative approach by identifying root cause to stop problems starting or getting worse and underpinned by values of “kindness and compassion” and the “five ways of working” as defined in the Wellbeing of Future Generations (Wales) Act.

## 2.4 Current and future delivery models

When considering delivery of the Workforce Strategy and associated Workforce and OD Transformation Programme, our current delivery model relies heavily on current people management policies and practices without focus on transformative change that strives to build a workplace with a progressive and modern culture. This contrast between current approach and future need places the Workforce Strategy success at risk if the delivery model is not reviewed.

Our future delivery model will be designed around three areas of transformation – cultural, systems and structural:

1) **Cultural transformation** throughout leadership, management, policy approach and ways of working.

2) **Systems transformation** by maximising automation and workflow, reducing demand for manual processes and improving overall efficiency.

3) **Structural transformation** of the HR&OD service offer from one of transactional process completion to proactive organisational business partnering.

The workforce and OD transformation programme will consist of a range of project business cases which identify one or more of the relevant transformation areas above across each of the Workforce Strategy themes of **Leadership and Management, A Workforce Fit for the Future, Employer of Choice** and **Employee Wellbeing and Inclusion**.

## 2.5 Benefits

The range of potential employee/manager, external applicant and Council wide benefits are described below:

*Employee/manager related benefits:*

- Opportunity across all hierarchy layers to engage in leadership development
- Real time access to recruitment functionality
- Review of wellbeing and Occupational Health provision to ensure a fit for purpose offer
- HR&OD offer to managers focused on supporting with proactive organisational design and workforce planning

*External applicant related benefits:*

- Mobile technology driven access to recruitment platform
- Immediate response times due to automated workflow processes
- Reduction in the length of time taken to hire

*Council related benefits:*

- Enhanced HR&OD strategic capacity and capability to support the forward planning of the organisation
- Increased levels of attendance
- Reduction in the length of time taken to hire
- Cultural change to support trust and empowerment

## 2.6 Risks

Ref	Description	RAG	Mitigation	RAG
01	If there is insufficient internal capacity for the programme, then there is a risk it will be delayed or fail to be implemented		Structural change included in business case and request for funding	
02	If the same resource across HR&OD is working on the Transformation programme and business as usual projects, then there is a risk of delay to projects.		Mapping of resources across all projects and planning of priorities across years including new and emerging projects.	
03	If there is insufficient funding for the programme, then there is a risk the		Explore alternative models for transformation	

Ref	Description	RAG	Mitigation	RAG
	goals and benefits will not be realised.		Cease current activity without lead time	

### 3. Economic Case

A range of projects will be taken forward to deliver the Workforce Strategy but not all require investment. The economic case below focuses on only those projects requiring additional investment to move forward in Years 1 and 2 of the lifespan.

#### 3.1 Critical Success Factors

The key critical success factors that are needed to realise the programme benefits are set out in the table below:

Success Factor	Description
Long term: The importance of balancing immediate needs whilst safeguarding the ability to also meet long-term needs	The programme includes activities and projects to ensure the Council's workforce is sustainable in the longer term
Integration: With the Council's well-being objectives and the goals of other strategies	The programme is integrated with the corporate plan and wellbeing objectives, workforce, and digital strategies
Involvement: We will engage and involve others in a meaningful way, working in social partnership wherever possible	The programme will achieve this by engaging with the internal customer/trade unions and external potential future workforce applicant, working digitally by default where possible and co-producing in social partnership where appropriate
Collaboration: We will ensure more internal and external collaboration	Working with others to share learning and good practice
Prevention: Preventing problems from occurring or getting worse	The programme will achieve this through projects that aspire to improve performance

#### 3.2 Business case detail

##### 3.2.1 Leadership and Management – Coaching and Mentoring Programme

This project focuses on two key areas of work – developing our workforce culture and enabling growth of leadership and management skills. We will strive to foster a culture of inclusion and empowerment where leadership behaviours are welcomed throughout all levels of the organisation and not just through traditional hierarchy layers. This will help us achieve council-wide high quality, skilled leadership in responding to future change and challenges and exemplifying our Principles, Values, and Behaviours. This leadership skills' growth activity will help us teach and boost the learning needed to demonstrate positive leadership and role model the desired future culture, ensuring development opportunities and career pathways exist which create supportive and resilient leaders at all levels.

This project has various strands associated with leadership development over the lifespan of the Programme. Year 1 will focus on embedding a culture of coaching and mentoring, providing a new cohort of coaches and mentors from a wide range of departments across the Council.

The project requires investment to provide the high quality training and formal qualification provision as this cannot be accredited in-house.

Future phases of the project will explore talent management strategies alongside a development needs analysis of our current leadership and management capability, implementing a range of programmes across different layers of the organisation as a result.

### 3.2.2 *A Workforce Fit for the Future – Transforming HR&OD Services*

Directorates need to be able to deliver organisational and transformational change to their services and the ways they work and to do this they access to high quality HR tools, advice and guidance. In addition the HR&OD Service needs to transform if it is to deliver the 43 objectives in the council's Workforce Strategy as the current structure is not set up to achieve those objectives.

This project therefore involves transforming both the service that the HR&OD team provides, and the structure needed to deliver that service over a two year period.

Specifically the project will establish a business partnering model for the HR&OD Service. It will create effective change agents for service areas, enabling and facilitating organisational change to take place throughout the workforce. Business Partners will be expected to work closely with their service area to identify opportunities for improvement, drive cultural change and be the primary link for reorganisation of service delivery including transformation and MTFP achievement. They will be expected to diagnose and prescribe appropriate interventions that support organisational



performance in addition to taking lead roles in owning projects linked to the Workforce Strategy objectives.

This will transform ways of working in HR&OD, moving from the current position whereby the business partner role enacts people management policies to one where the primary objectives are to support managers to deliver their organisational objectives through workforce design and to deliver the objectives of the Workforce Strategy.

The structure will need to reform because of this changing expectation of business partner roles. People management activity will be delivered by a separate specialist team who will manage all employee relations casework and policy design, releasing business partners to solely focus on organisational transformation with their allocated service areas and to deliver the range of objectives from the Workforce Strategy.

It is only by transforming ourselves as a function that we can then seek to promote and develop transformation in those service areas we support. Not all activity carried out currently will be appropriate in future years and work needs to start now to prepare for this shift in delivery model.

The project requires pump priming investment in additional business partner roles to ensure that the right level of strategic support can be provided to directorates. This will bring opportunity to improve workforce planning activity, deliver in depth analysis of structural designs and greater capacity to deliver project work linked to the Workforce Strategy objectives. Transforming the service into one that provides high quality business partnering requires the employee relations casework to funnel through a different channel – the investment will also support the creation of a lead role for employee relations and policy development. This will ensure a smooth transition from one delivery model to another and will bring about improved consistency in interpretation of casework, provide accountability to the policy development programme and seek to improve current lead times experienced by directorates in the employee relations casework area.

### 3.2.3 *Employer of Choice – Oracle Fusion Recruitment*

We aspire to recruit and retain the right quantity and quality of employees that we need to support the council in the future through development of our Recruitment Attraction Programme, delivering a positive recruitment experience for applicants and hiring managers.

Moving to Oracle Fusion for recruitment will enable us to deliver the above objective, allowing us to improve and enhance the attraction strategy, application process, manager experience when recruiting and the new starter

onboarding experience. Implementing Oracle Fusion's recruitment platform would fully integrate the employee lifecycle process from application through to termination and reduce reliance (and associated human error) on manual processing activity, thereby delivering a timelier recruitment journey which provides a modern end user experience.

This project features as part of the Digital Transformation Programme due to it being systems-led however it will also be culturally transformative – how we choose to select new hires is an intrinsic part of the recruitment process and this project will seek to align a review of how we attract and recruit new hires into a career with the Council along with the systems capability upgrade.

#### 3.2.4 *Employee Wellbeing and Inclusion – Reviewing our approach to sickness absence and occupational health provision*

This project will seek to understand the cultural transformation that might be required with regards to our management of absence approach. With rising sickness absence levels being reported and ERF funding to support OH due to draw to a close in 23/24, a fundamental review of how this area is managed will enable fresh thinking about the best ways to support the workforce whilst ensuring optimum staffing levels in services.

Defining our perception of wellbeing and any motivating factors that encourage good attendance in the workplace will assist in shaping any new policy approach which in turn sets the cultural norms and expectations around supporting employees during periods of ill health.

We need to have sustainable occupational health provision that is targeted towards the right workforce groups in an effective and efficient way.

This project does not seek additional funding as Year 1 will focus on the review element of the way in which we approach sickness absence and occupational health.

## **4. Financial Case**

4.1 The financial case provides an overview of the anticipated investment required and the financial savings or operational efficiencies that will be achieved by the projects across the programme.

4.2 The transformational projects proposed to be taken forward in the first year are shown in the table below. The total investment required is £558,000, albeit £167,000 of this is being sought through the Digital Transformation Programme as it is to implement an recruitment solution.

<b>Workforce Strategy Year 1 Project Themes</b>	<b>Benefits / Deliverables</b>	<b>Total Estimated Costs 2023-24 and 2024-25 (£)</b>
<b>Leadership and Management – Coaching and Mentoring Programme</b>	<ul style="list-style-type: none"> <li>Developing a coaching culture throughout all levels of the organisation</li> <li>Empowering employees to problem solve, make decisions, and initiate performance improvement through individual ownership</li> </ul>	15,000
<b>Workforce Fit for the Future - Transforming HR&amp;OD Services</b>	<ul style="list-style-type: none"> <li>Transforming HR&amp;OD offer to the organisation builds capacity to then support in wider transformation of other services</li> <li>Focus of service will be on proactive interventions and not reactive processes</li> </ul>	376,000
<b>Employer of Choice – Oracle Fusion Recruitment</b>	<ul style="list-style-type: none"> <li>Implementation of new technology to attract future applicants</li> <li>Improved end user experience of recruitment platform for both applicants and managers</li> <li>Reduced manual processes in the Service Centre</li> <li>Aligned systems thinking for whole employee lifecycle in Oracle</li> <li>Enabling a modern onboarding experience for new hires</li> <li>Increased security and resilience</li> <li>Achieves savings in the MTFP</li> </ul>	167,000 <sup>1</sup>
<b>Employee Wellbeing and Inclusion – reviewing sickness absence and occupational health approach</b>	<ul style="list-style-type: none"> <li>Holistic review of sickness absence and occupational health provision</li> <li>Learn from best practice elsewhere</li> <li>Transformative approach to managing attendance linked to wellbeing</li> <li>Sustainable, fit for purpose OH provision</li> </ul>	0
<b>Total Investment</b>		<b>558,000</b>

4.2 The following projects will be a secondary developmental phase with a view to potentially taking them forward in future years depending on changing priorities and budget resource availability as the strategy evolves:

- Further development of Oracle Fusion module functionality
- Organisational wide development needs analysis
- Career pathways and succession planning strategies

<sup>1</sup> This project is included in the Digital Transformation Programme

- Career Development Programmes

### **4.3 Savings and Efficiencies**

All the projects listed in the table at 4.1 meet the definitions of either cultural, systems or structural transformation, will address corporate risks, lead to operational efficiencies, deliver financial savings, or contribute to improved performance/end user experience.

Based on the current MTFP, the HR&OD Service is expected to be needed to deliver savings of around £450,000 by 2026-27. The projects identified above will help to deliver those recurrent savings while improving service quality and delivering key elements of the workforce strategy. Investment in these transformational projects is crucial if we are to make the necessary cultural, systems and structural transformational changes need to ensure a long term sustainable and fit for purpose workforce.

The investment will also help to mitigate the 'workforce recruitment and retention' corporate risk by improving the recruitment and onboarding experience and developing the leadership culture to one of trust and empowerment of the workforce. Retention rates should increase, morale and employee satisfaction should increase and attendance rates should improve as employees are able to make proactive decisions and hold a greater element of control in their daily work. Similarly, investing in Oracle Fusion's recruitment module will enable the council to promote a modern approach to the attraction, application, selection and onboarding of new recruits to the council, reducing the time it takes to hire and closing the gap in service delivery where turnover impacts on performance.

HR&OD structural transformation needs to take place incrementally as managers adopt new people management approaches. The initial investment will enable the offer to transform over a two-year period, building on increasing preventative HR&OD interventions whilst winding down process driven activity and developing the skills and capabilities of the service to deliver new functionality. It is anticipated that efficiencies from across the HR & Service centre service area will be delivered within the 2-year period to enable budget to be redirected to meet any ongoing revenue costs.

## **5 Monitoring and Reporting**

### **5.1 Programme and Project Management Plans**

The Workforce and OD Transformation Programme governance has been established. The Board oversees the programme and reports up to the

Council's overall Transformation Delivery Board. All key roles are in place and agreed as per the table below:

<b>Role</b>	<b>Member</b>
Chair	Cabinet Member for Corporate Services and Performance (Deputy Leader)
Deputy Chair	Director of Corporate Services
Sponsor	Director of Corporate Services
Senior Responsible Officer (SRO)	Head of HR & Service Centre
Programme Manager	Strategic HR&OD Manager
Directorate Representatives	<p><b>Place:</b> 1. Head of Waste, Cleansing and Parks</p> <p><b>Social Services:</b> 2. Principal Officer – Resources</p> <p><b>Education:</b> 3. TBC</p> <p><b>Corporate Services:</b> 5. TBC</p> <p><b>Finance:</b> 6. TBC</p>

## 5.2 Scrutiny and Assurance

The Workforce and OD Transformation Programme Board will report progress, risks, and issues through a highlight report quarterly to the Transformation Delivery Board.

The Workforce and OD Transformation programme will report progress at least once a year to Cabinet/CMT on the delivery of the Workforce Strategy. The Board will also present a public report annually to Cabinet on progress.

Scrutiny and assurance of the strategy will be provided by the Scrutiny Programme Committee and the Governance and Audit Committee in line with existing council procedures.

## 5.3 Programme Plan

A high-level plan is included in Appendix A, highlighting the projects to be delivered over the next five years. Some of these activities are already in progress and require no additional investment, e.g. relaunching the ‘Dying to Work’ charter.

#### 5.4 Key Milestones

The table below highlights the overarching key milestones of the programme:

<b>Key Milestones</b>	<b>Date</b>	<b>Responsibility</b>
Cabinet approval	October 2022	SRO
Projects commence	April 2023	Project R/O
Quarterly reporting to the Transformation Board	Qtrly	Programme Manager
Annual review of the programme	January each year	SRO / Programme Manager
Annual update on progress to CMT/Cabinet followed by a formal report to Cabinet	March each year	SRO / Programme Manager
Annual review by Scrutiny	April each year	SRO / Programme Manager
Audit of the Workforce Strategy and Programme	2025	SRO / Programme Manager
End of Programme closure report	2027	Programme Manager

#### 5.5 Risk Management

The Programme sets out to operate best practice in the management of:

- Risks
- Actions
- Issues
- Decisions, and
- Dependencies.

The management of risks and issues forms part of the governance of this Programme ensuring they are managed in the most effective way to a clearly stated quality.

Members of the Programme team and key service leads are supported to manage their risks and issues regularly and effectively. Risks will be reviewed at Board level monthly, focusing on red and amber risks. Each project will

manage and maintain their own trackers and there will be a separate Programme risk tracker.

## **6 Conclusion**

6.1 This business case sits alongside the Workforce Strategy 2022-27. The business case identifies an initial number of Workforce and OD transformation projects requiring investment, with a pipeline of further projects for the next four years. Other projects being delivered as part of daily business also contribute to the Workforce Strategy goals therefore all activities will be brought together into one report for the next update to Cabinet. This business case presents the following:

- The clear links that deliver the Corporate Plan well-being objectives
- The chosen projects have been selected. These are projects that are transformational, address a service gap, mitigate, or eliminate significant risks or deliver MTFP savings
- Benefits for residents and other customers, staff, and the wider Council
- The programme forms part of the new corporate transformation programme “Successful and Sustainable Swansea” and contributes to other areas of that programme, e.g. Waste Strategy, Transforming Additional Learning Needs, Digital Transformation
- Critical success factors align with the five ways of working
- Robust governance and programme management arrangements are in place, with the programme reporting up to the Transformation Delivery Board, CMT and Cabinet, with assurance and oversight by Scrutiny
- The programme involves significant change management within services
- The programme will conclude with an evaluation and final report to identify how the activities have delivered the workforce strategy vision and goals.

6.2 The programme requests investment for the first tranche of projects of £391,000.



# Workforce Strategy

## 2022 - 2027

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



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## Introduction from the Leader of the Council

To help us support and serve the communities of Swansea, and to our corporate plan, it is important that we have a clear vision and strategy for our current workforce and those who will join it in the coming years

This strategy sets out our plans for the next five years and demonstrates our commitment to invest in our workforce at all levels across the Council, providing them with the development opportunities to learn and succeed for the future, the performance recognition they deserve and the wellbeing support they may need

We are in a period of unprecedented change in local government in responding to the many challenges that we face. That means we have to transform the way we work, making best use of technology and being more responsive to our residents and our communities, and being able to flex and change accordingly to meet the needs of the future.

Our workforce is our most essential asset and we must ensure that our employees feel engaged and motivated to deliver the best possible services to our residents, businesses and visitors to Swansea.

It is important that our workforce has a voice and can contribute to improving the ways in which they work. Most often it is our workforce on the frontline who know their services and customers the best and how things can be done better. It is therefore important that we continue to recognise the value of the services we provide and how they support and improve the lives of our communities.

The vision of the strategy applies equally to our entire workforce, regardless of the organisational structure and sets out our commitment to making sure that Swansea Council is an excellent and rewarding place to work and progress.

**Councillor Rob Stewart,  
Leader of the Council**

# Workforce Strategy Summary

## Our vision for the future workforce

To have a motivated and committed workforce that is innovative, supported, skilled and customer focused.

## Our workforce goals

1. A workforce with the capacity to deliver statutory requirements and council wellbeing objectives
2. Highly and appropriately skilled employees across the wide range of roles
3. A motivated and valued workforce with high levels of engagement and wellbeing
4. A workforce that lives and breathes the organisation's values and the sustainable development five ways of working
5. An employment offer that will make Swansea Council an employer of choice

## Our strategic themes

- Theme 1: Leadership and Management**  
Strand 1: Culture and Behaviours  
Strand 2 - Future Leadership
- Theme 2 A Workforce Fit for the Future**  
Strand 3 – Future Shape of the Organisation  
Strand 4 – Workforce Planning  
Strand 5 – Workforce Development
- Theme 3 Being an Employer of Choice**  
Strand 6 – Recruitment and Retention  
Strand 7 – Recognising Performance
- Theme 4 Workforce Wellbeing and Inclusion**  
Strand 8- Supporting Our Workforce  
Strand 9– Equality in the Workplace

## Key desired outcomes

- Employee morale is increased, and attendance levels are improved
- Employees are more engaged
- Higher number of career paths and apprenticeships are in place and planned through closer collaboration with schools, colleges and higher education
- Employee performance is measured in a structured way
- A clear understanding of workforce skills and training requirements is in place
- Workforce training and e-learning completions are increased
- The Gender Pay Gap is reduced, and workforce age profile is more balanced and is more representative of the communities served
- The number of employees in “hard to fill” roles is reduced

- There is less use of an Externally Provided Workforce (EPWs), or spend on consultants, agency staff and interims
- Links with peers and partners are strengthened with an increased number of collaborative services and joint workforce initiatives

## Why Do We Need a Workforce Strategy?

The council has ambitious plans for the city and county of Swansea which are heavily dependent on the capacity, capability and commitment of our workforce.

Our corporate plan, which is currently being updated for 2023 sets out what the council aims to achieve against its priorities, which are:

- **Safeguarding people from harm** – so that our citizens are free from harm and exploitation.
- **Improving Education & Skills** – so that everyone in Swansea gains the skills and qualifications they need to succeed in life.
- **Transforming our Economy & Infrastructure** – so that Swansea has a thriving mixed use City Centre and a local economy that will support the prosperity of our citizens.
- **Tackling Poverty** – so that every person in Swansea can achieve their potential.
- **Delivering on Nature Recovery and Climate Change** – so that we maintain and enhance nature and biodiversity in Swansea, reduce our carbon footprint and tackle climate change.
- **Transformation & Future Council development** – so that we and the services that we provide are sustainable and fit for the future.

The council will need to tackle numerous internal and external challenges as it seeks to achieve its objectives over the coming years and will need a workforce that can adapt and respond accordingly.

To achieve this, we need a strong vision for the workforce and a clear strategy on how we will navigate internal and external challenges and opportunities to create a workforce that is fit for the future and that can help the council to achieve its ambitious plans.

## Internal Context

Our workforce demographics highlight the emerging trends that we need to be considering during the lifetime of this strategy in order to take actions that will address future gaps and areas of concern.

In line with other local authorities Swansea Council has a workforce that is predominantly female (59%) compared to male (41%). However, 57% of our female employees are part time workers compared to only 14% of male employees. Our recruitment and retention focus will need to reflect on this split and consider our equalities objectives in line with commitments in the Strategic Equality Plan.

47% of workers are over the age of 50 and in comparison, only 9% are under 30. Without taking steps this gap could widen further as we predict that the percentage of the workforce who are over-50 could reach 73% in the next 10 years given that our turnover rate is 8% We need to consider actions that will encourage young people to choose a career in local government to both improve the existing under-representation from this group and develop the skills of a workforce that will be able to replace the likely increased turnover in the coming years.

50% of employees have over 10 years' service with the Council suggesting that Swansea is able to retain a significant number of experienced and talented employees. Our organisational development priorities will need to focus on capturing this experience and sharing it with newer entrants whilst building on a wealth of existing skills to drive organisational performance still higher.

Most employees have not declared their protected characteristics and as such we are unable to accurately determine the steps in which we can build a workforce that is more representative of our local communities. Our strategy needs to consider how to foster an inclusive and representative workforce and improving the data capture is a key priority in making such progress.

Fewer than 2% of employees have declared that they have Welsh language skills that are crucial in our contribution towards building a bilingual Swansea and a bilingual Wales. Our recruitment and learning and development actions will need to consider how to encourage applications from a wide and diverse talent pool, and how to effectively promote and recognise the importance of lifelong learning for the existing workforce who might want to develop Welsh language skills.

## 1. Workforce Numbers

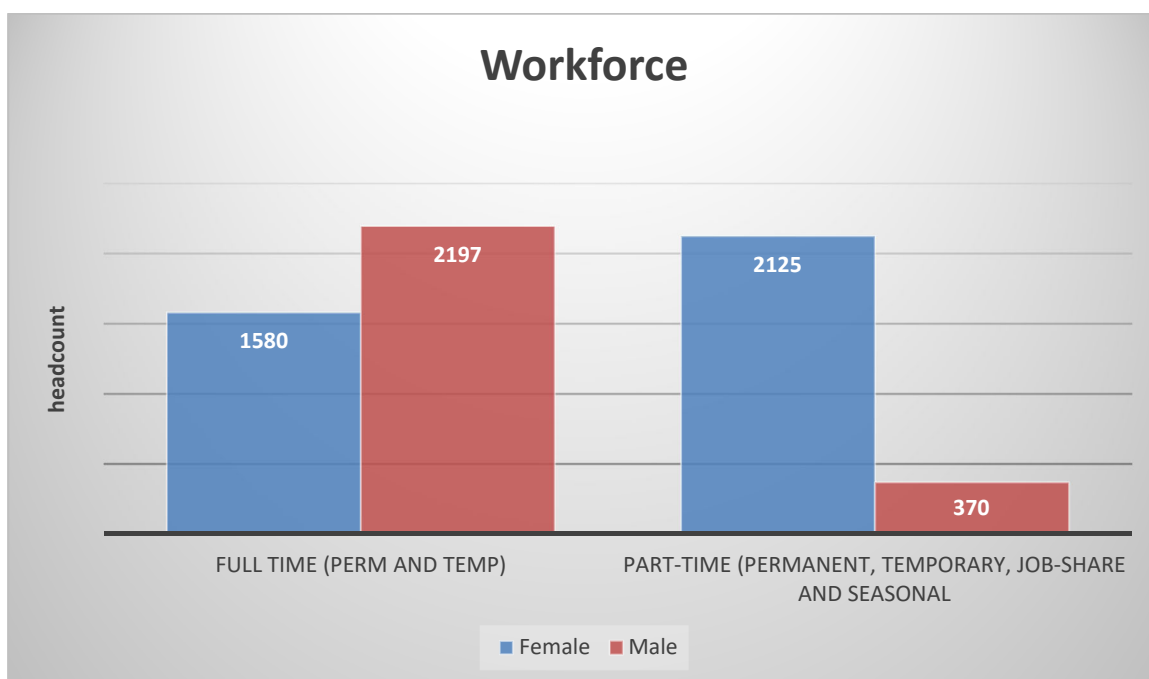
	31/12/2018		31/12/2019		31/12/2020		31/12/2021	
D'rate	H'count	FTE	H'count	FTE	H'count	FTE	H'count	FTE
Place	2595	2299.2	2579	2302.8	2582	2324.6	2633	2373.48
Resources	639	576.93	627	566.02	669	608.3	852	763.46
Education (incl. Schools)	5880	4413.7	5962	4441.1	5843	4403.6	6025	4569.99
Social Services	1956	1634.4	1852	1548.2	1944	1623.9	1965	1658.59
<b>TOTAL</b>	<b>11,070</b>	<b>8,924.2</b>	<b>11,020</b>	<b>8,858.2</b>	<b>11,038</b>	<b>8,960.4</b>	<b>11,475</b>	<b>9,365.52</b>

## 2. Composition of the Workforce,

The composition of the Workforce, excluding schools, as at 31st December is as follows;

Employment Category	Female	Female Percentage	Male	Male Percentage
Full-Time (permanent and Temporary)	1580	25.19%	2197	35.03%
Part-Time (permanent, temporary, job-share and seasonal)	2125	33.88%	370	5.90%
<b>Total</b>	<b>3705</b>	<b>59.07%</b>	<b>2567</b>	<b>40.93%</b>

There are over 1,800 employees in a total 6,460 duplicate roles across the Council including schools.

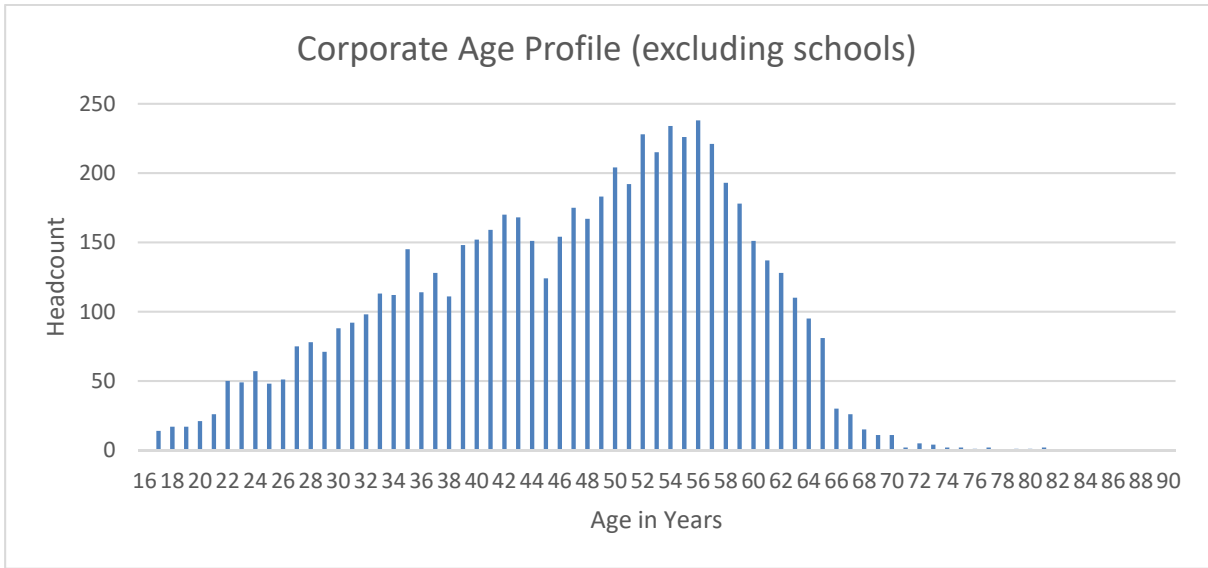


### 3. Age Profile of the Workforce

The Corporate Age Profile (Headcount excluding Schools) is as follows:

Age Range	Number	Percentage
Age 16 to 24	251	4.00%
Age 25 to 29	323	5.15%
Age 30 to 39	1149	18.32%
Age 40 to 49	1603	25.56%
Age 50 to 59	2129	33.94%
Age 60 to 69	784	12.50%
Age 70+	33	0.53%

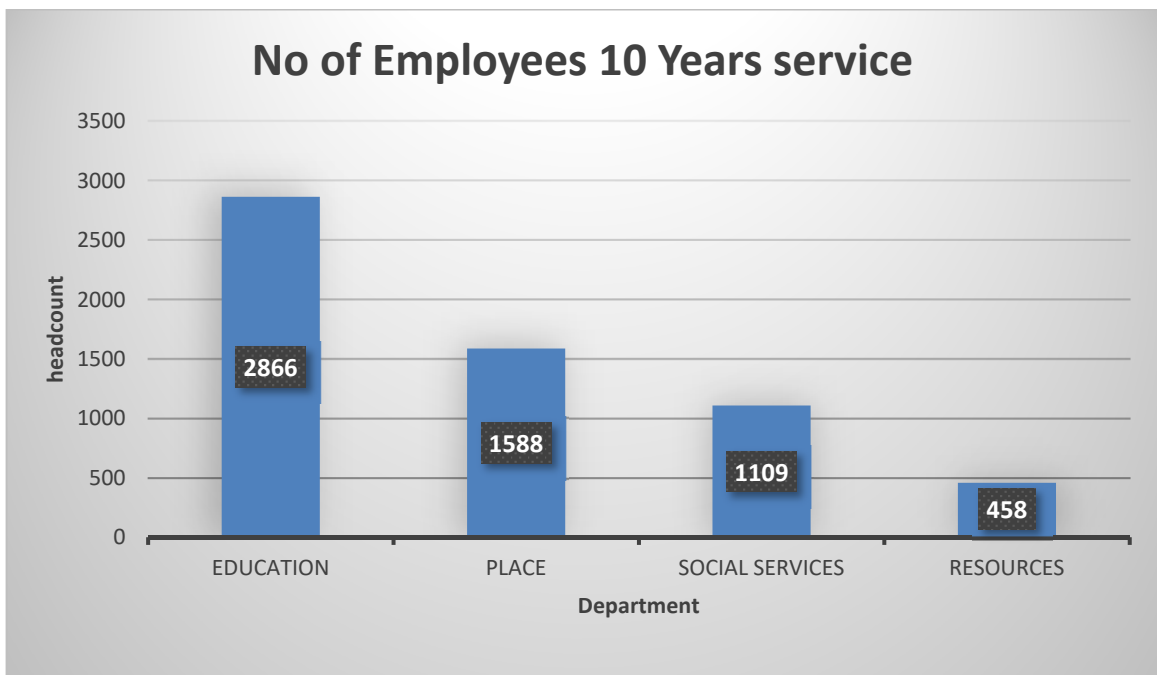
The youngest employees are 16 years of age and the eldest is 81.



4. Turnover rate of the workforce in 2021 was 7.73%.

5. Employees with over 10 years of service by Directorate

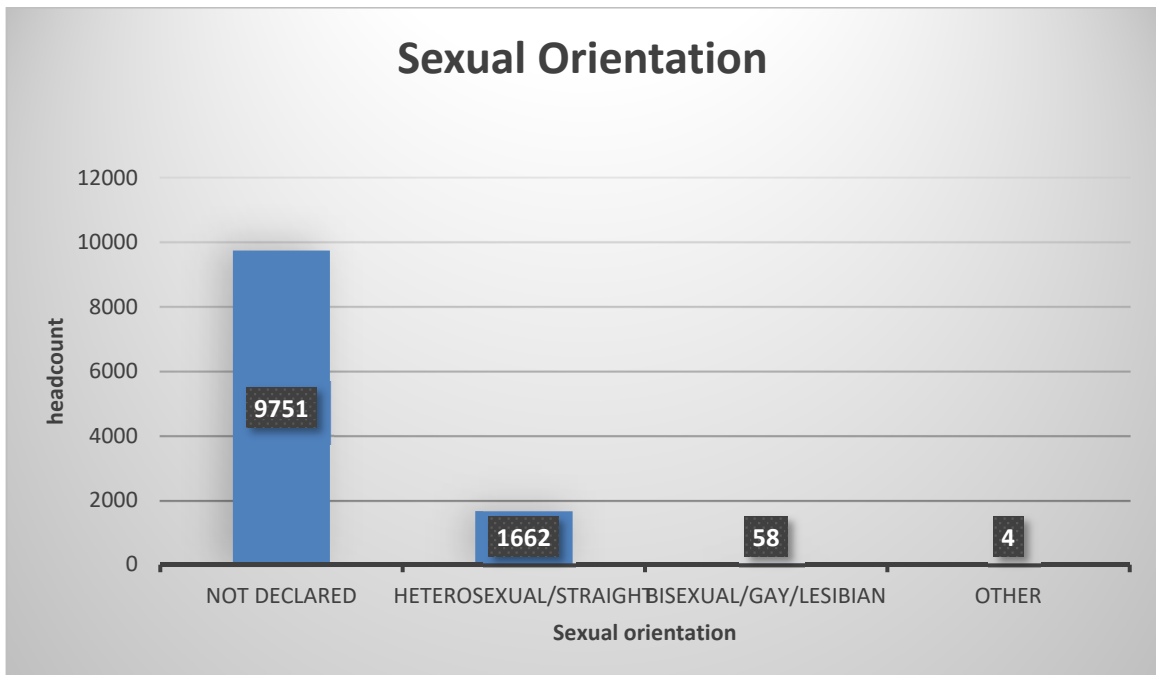
Directorate	Employee Numbers
Education and Schools	2866 (48%)
Place	1588 (60%)
Resources	458 (54%)
Social Services	1109 (56%)
<b>TOTAL</b>	<b>6031(53%)</b>



6. The number of employees that have identified themselves as having protected characteristics are as follows;

**Sexual Orientation**

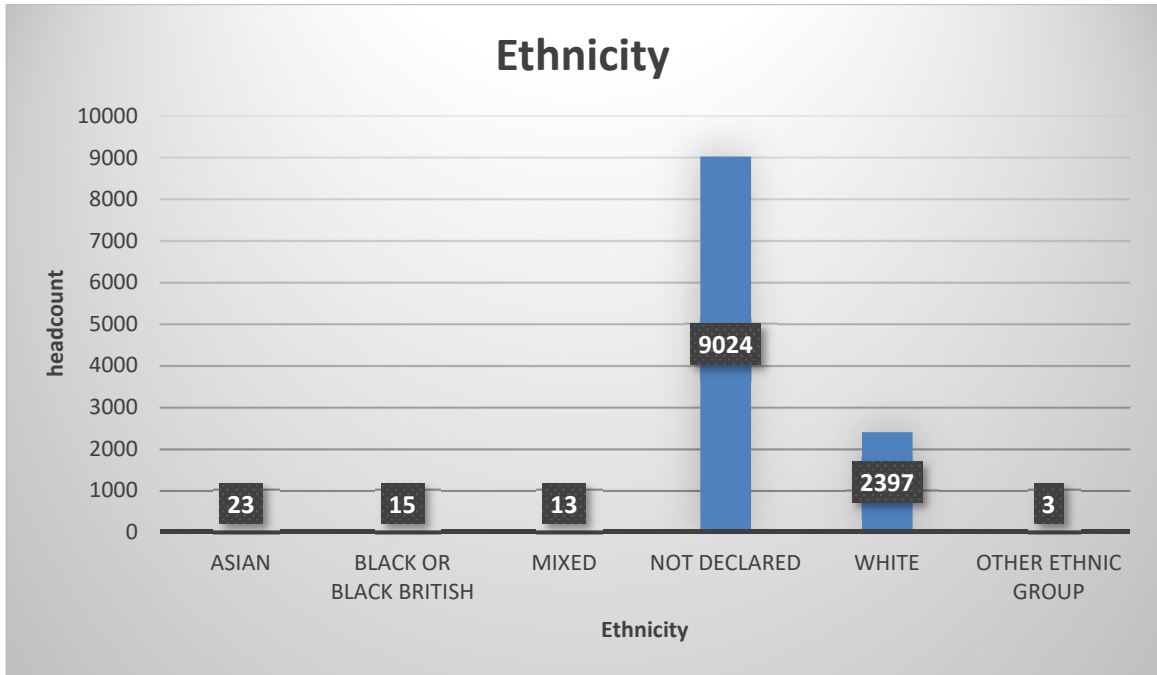
<b>Not Declared</b>	<b>9,751</b>
<b>Heterosexual/ Straight.</b>	<b>1,662</b>
<b>Bisexual/ Gay/ Lesbian</b>	<b>58</b>
<b>Other</b>	<b>4</b>



**Ethnicity**

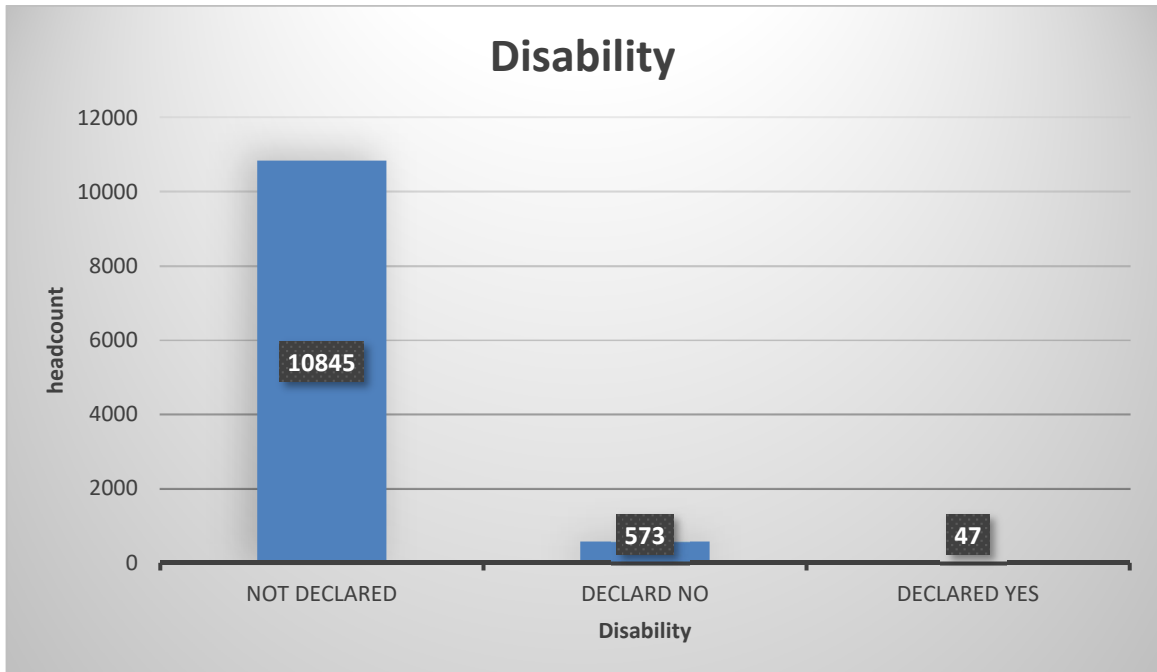
<b>Not Declared</b>	<b>9,024</b>
<b>Asian</b>	<b>23</b>
<b>Black or Black British</b>	<b>15</b>
<b>Mixed</b>	<b>13</b>
<b>Other ethnic group</b>	<b>3</b>
<b>White</b>	<b>2,397</b>





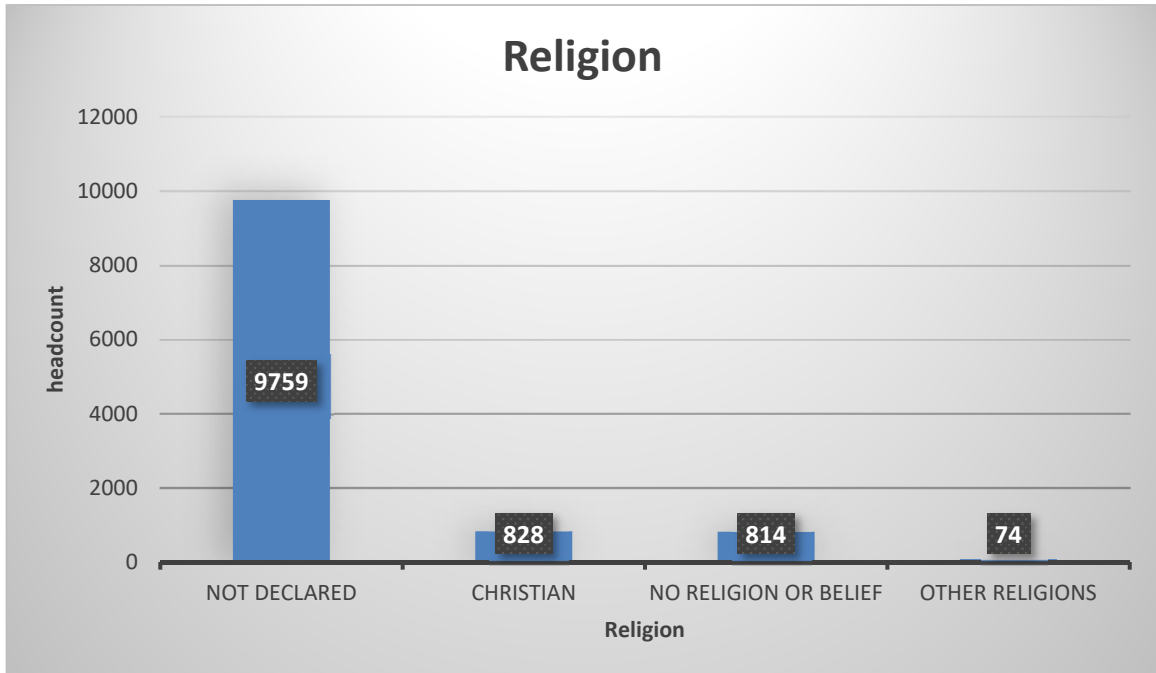
### Disability

<b>Not Declared</b>	<b>10,845</b>
<b>Declared No</b>	<b>573</b>
<b>Declared Yes</b>	<b>47</b>



## Religion

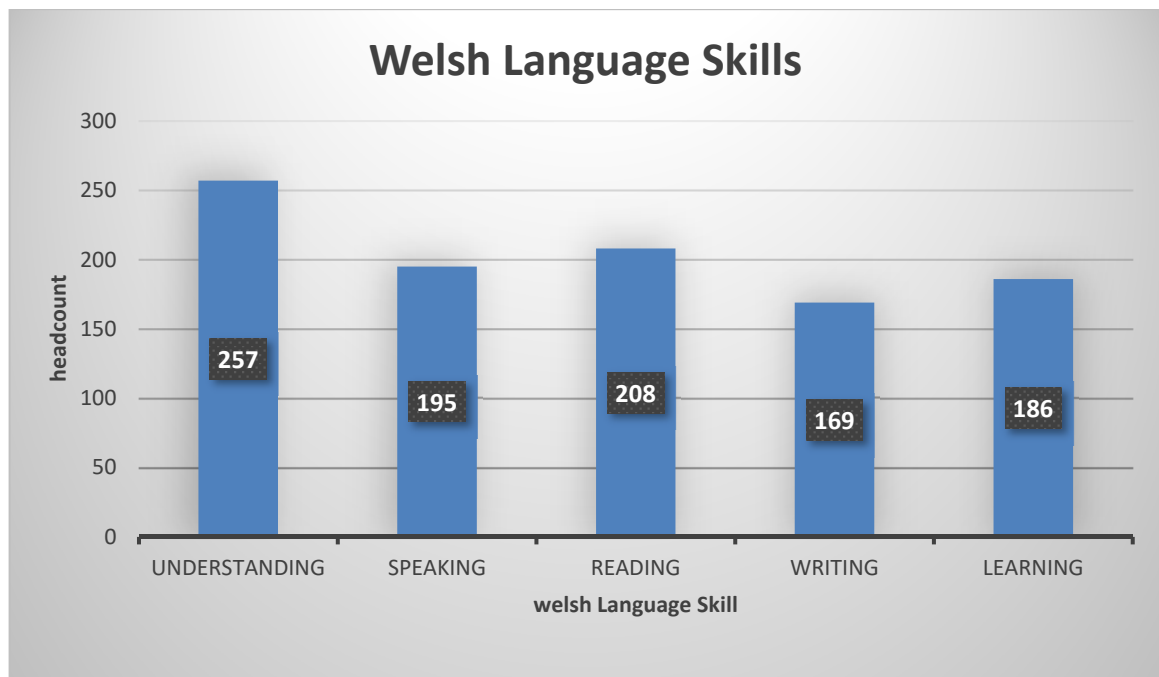
<b>Not Declared</b>	<b>9759</b>
<b>Christian</b>	<b>828</b>
<b>No Religion or Belief</b>	<b>814</b>
<b>Other Religions</b>	<b>74</b>



## 7. Welsh language skills ability;

The percentage of our workforce that have identified themselves as having Welsh language skills ability are approximately 1.5 to 2.2. This is broken down as follows;

<b>Ability</b>	<b>Numbers</b>
Understanding	257
Speaking	195
Reading	208
Writing	169
Learning	186



## External Context

There are a wide range of external factors that are already having a significant impact on the council's workforce, including:

### Political:

- Changes to national and local political leadership can lead to priority and policy changes that require changes to the workforce

### Economic:

- The strength of the local labour market and the competitiveness of the council's pay and reward arrangements will affect the council's ability to recruit and retain employees with the rights skills at the right time.
- Financial settlements and council tax levels affect the resources available to fund council services and the workforce that delivers them with around 45% of the council's gross budget being spent on workforce costs

### Social:

- The demographic profile of Swansea (and Wales) is changing – the number of older people is increasing, while the working age population is decreasing making recruitment more challenging
- The diversity of the population is increasing which needs to be reflected in the council workforce, so we reflect the community we serve

### Technological:

- Advances in digital technology are changing customer behaviour (with increasing demand for online services and expectations of 24/7 access to services) and creating opportunities for the workforce to make processes and services more responsive and efficient

- Remote working technologies support recruitment beyond the local labour market and help with employee retention

#### **Legal:**

- Changes in legislation place additional requirements on the council and its workforce which require new skills and different ways of working

#### **Environmental:**

- Climate change is driving changes to ways of working, including reducing travel, while also creating new potential health and safety risks as temperatures rise

#### **Global:**

- Geopolitical conflicts may impact on availability of resources and cost of living which can impact employee wellbeing and put pressure on pay and reward arrangements

## **Our vision for the future workforce**

### **To have a motivated and committed workforce that is innovative, supported, skilled and customer focused.**

To realise this vision the council needs a strategy that will deliver the following goals: the Workforce Strategy will deliver significant improvements in value and cost reduction through ensuring that;

1. A workforce with the capacity to deliver statutory requirements and council wellbeing objectives
2. Highly and appropriately skilled employees across the wide range of roles
3. A motivated and valued workforce with high levels of engagement and wellbeing
4. A workforce that lives and breathes the organisation's values and the sustainable development five ways of working
5. An employment offer that will make Swansea Council an employer of choice

Swansea Council has a workforce that strives to provide high quality services across a wide range of departments. The way in which we provide public service is just as important as what we offer. Being clear on our expectations of how we work with others, being inclusive and recognising the wide range of experiences and perspectives held across our workforce and our communities are the founding principles upon which we act.

The Council has three core values which are central to the way in which Swansea Council colleagues work: **People Focus, Working Together and Innovation.**

**People Focus** - We will focus on community needs and outcomes and on improving the lives of the people who live and work in Swansea. We will also respect, value and support our employees and demonstrate the highest standards of integrity.

**Working Together** - We will promote a whole partnership approach, working across services to maximise resources and knowledge and joining forces with others outside the council to ensure we prioritise our responses and get the best for our communities.

**Innovation** - We will promote and support a culture of innovation. We will think and work differently to improve our ability to deliver and meet the financial, demographic and societal challenges we face. We will share learning across the council, as part of our innovation programme.

Beyond these values, delivering on the council's priorities will require commitment from our work colleagues, all of whom will need to demonstrate a positive attitude, flexibility and dedication to customer service.

They will need to be sufficiently skilled in evolving areas such as the green agenda, or digitally, in order to achieve our corporate objectives, and we will need to ensure that early investment is made in developing the skills needed for emerging priorities.

Our communities need a workforce that is innovative and creative, that puts the resident at the centre, and is not afraid to take calculated risks for increased benefit to others.

To build that workforce we will need to develop strong morale across the workforce and ensure our employees feel professionally satisfied, valued and motivated by the positive and lasting impact they have on the people and communities they serve.

Recovery from the pandemic has shown us that our workforce has the capability to be adaptable, flexible, multi skilled and committed to excellent public service. To capture those skills and build further on the value that they bring will mean that our workforce needs to be made up of the following attributes.

- **Customer Focussed** – ensuring we work with and listen to residents, contractors, members and colleagues to develop and deliver best customer service at all times, treating everybody with respect.
- More **agile and digitally skilled** – delivering services in different ways, using technology to maximise efficiencies and reduce our reliance on traditional ways of working.
- **Business Focussed** –operating and acting efficiently in the delivery of Council business.
- **Collaborative** – services are increasingly likely to be delivered working in partnership with other services, as well as private, public and third sector partners.

- **Flexible, adaptable and innovative** –to embrace a changing environment, anticipate future trends as well as finding innovative ways to deliver services.
- **Outcome focussed and high performing** – whatever we do will need to have identifiable outcomes that align with both our long term goals and take account of the objectives of local, regional and national partners.
- Understand, and buy in to, our priorities (well-being objectives) – being clear about our direction and understand how we contribute to achieving our priorities and how these integrate with the **wider partnership** context.
- **Engaged, motivated and resilient** – being well informed, clear on the direction of the organisation and resilient to meet the challenges ahead.
- Demonstrating **Great Leadership** –so that managers demonstrate visible, fair and pro-active leadership, supporting the workforce and ensuring that poor performance is managed effectively.
- Ensuring we are safe at all times and work in a **healthy and supportive environment** that takes a preventative approach by identifying root cause to stop problems starting or getting worse and underpinned by values of “kindness and compassion” and the “five ways of working” as defined in the Wellbeing of Future Generations (Wales) Act.

## How will we achieve our workforce vision?

Our strategy for achieving the workforce vision and goals focuses on four key themes: Leadership and Management, A Workforce Fit for the Future, Employer of Choice and Wellbeing and Inclusion.

The diagram below shows how these themes relate to individual services which have specific workforce needs as well as to the corporate plan. Each theme has specific activity strands which articulate more detailed objectives that determine the actions to be taken to achieve the changes needed.



# Theme 1

## Leadership and Management

This theme focuses on two key areas of work – defining our workforce culture and enabling growth of leadership and management skills in order to deliver our corporate objectives. We will strive to foster a culture of inclusion and empowerment where leadership behaviours are welcomed throughout all levels of the organisation and not through traditional hierarchy layers. Our workplace will be an inclusive one where people feel able to be their true selves. As such, we will have a zero-tolerance approach towards all forms of inequality including harassment, discrimination and bullying.

Our managers will demonstrate visible, fair and pro-active leadership, supporting the workforce and recognising the contribution colleagues bring, whilst ensuring that poor performance or behaviours that are not in line with our organisational values are managed effectively.

We will invest in exploring talent management strategies alongside a development needs analysis of our current leadership and management capability, implementing a range of programmes across different layers of the organisation as a result.

### Strand 1: Culture and Behaviours

#### Objectives:

Ensure that our organisational values and behaviours are fit for purpose, have meaning and impact in operational activity and are consistently role modelled by leaders.

Bring to life our organisational values through embedding them in daily operational activity in recruitment, reward and recognition, and performance management.

#### Actions:

- Review and refresh our existing Principles, Values and Behaviours to ensure that they are robust enough and fit for purpose in meeting the future needs of the Council and the communities it serves by reflecting the Well-being of Future Generations (Wales) Act.
- Further develop a Social Partnership Working framework with our Trade Unions on strategic and operational issues, establishing a robust and best practice framework for negotiation, consultation and facilities provision.



- Deliver a Strategy for communications and engagement across all areas and levels across the Council.

## **Strand 2: Future Leadership**

### **Objective:**

To build a workforce with high-quality leadership skills in responding to future change and challenges in workplace culture and workforce matters

To develop a strategic approach to talent management across the Council

### **Actions:**

- Develop a framework of leadership behaviours that will underpin our core values and set out the expectations that employees at all levels can have of those in leadership and management roles.
- Conduct a development needs analysis of the current leadership and management team to identify intervention opportunities
- Deliver appropriate leadership development programmes at all levels of the organisation, including Members.
- Develop a coaching and mentoring strategy across the Council.
- Be an active contributor and participant member of “New Local”, networking and collaborating with this organisation and member authorities on key topics to source research and innovative insights to genuinely solve problems and find practical solutions.

This theme considers the actions required to effectively design services, operating models and staff structures for future need. Assessing the gap between existing and future workforce requirements will be a key workforce planning requirement across all service areas of the Council. Supporting change in workforce numbers, skillsets and agility requirements will also be a priority.

We will plan for and adapt the current skills, knowledge and approach of our workforce to meet the needs of the constant changes taking place within the organisation that affect the way we need to work both now and in the future.

We will transform our model for learning and development to provide a comprehensive and modernised learning offer that delivers engaging content at the point of need. This will support career development for the workforce, embracing new digital and flexible means of learning and development and qualifications whilst providing valuable face-to-face and reflection time for the highest value learning opportunities.

### **Strand 3: Future Shape of the Organisation**

#### **Objectives:**

To achieve an organisational design and structure that is fit for the future needs of the Council, supporting the priorities of our Recovery Plan to “RE-MOBILISE”, “RE-FOCUS” and, in particular, “RE-SHAPE” in considering our eight identified priorities:

- Digital
- Regionalisation
- Workforce skills for the future
- Commercialism and General Power of Competence
- Transforming Council Services
- Capital Delivery
- Modern Council
- Budget Strategy

#### **Actions:**

- To establish optimal structures that meet the future needs of the above priorities, particularly:
  - Our regionalisation agenda
  - “Implementing the optimum model for adult services, and a child and family services improvement programme including a safe 'Looked After Children' reduction strategy. This also includes the implementation of

- integrated early help, early years and family support arrangements as well as a cross cutting commissioning review in Social Services.
  - Review of future additional learning needs provisions
  - Support of the long-term sustainable waste management strategy.
  - Support of the community development strategy.
  - Support of future sustainable transport provision through our Integrated Transport Unit, as well as local and regional solutions.
- To pro-actively identify opportunities for synchronicities and efficiencies in organisational design, both budgetary and operationally, across Directorates and Service areas.
- Pro-active consideration of the structural and workforce requirements in the “commissioning of people-oriented services”, as identified in the Recovery Plan

## **Strand 4: Workforce Planning**

### **Objectives:**

To ensure that our workforce plan is fit for purpose for the future and has the right purpose, vision, goals and projected outcomes across all service areas in order to understand and adapt to future trends in the context of a strong long-term vision.

### **Actions:**

- Established workforce plans to be embedded in each service area
- Develop career pathways and succession planning strategies
- Develop a new hybrid operating model for a flexible workforce, adopting agile working practices and processes through policy development, guidance and training
- Confirm new agency contract arrangements and manager guidance for optimal management of agency workers to support established resource levels

## **Strand 5: Workforce Development**

### **Objectives:**

To ensure the organisation’s workforce development offer provides the right skills development package for future need.

### **Actions:**

- Development of Corporate Development Needs Analyses (DNA)

- Delivery of effective eLearning solutions in Oracle Fusion, including the ability to provide regular reports on training provision.
- Delivery of Career Development Programmes, particularly for apprenticeships and graduate level entrants
- Delivery of training related to the requirements of the Future Generations Act, for example, Integrated Impact Assessments, Sustainable Development.
- Provision of Equalities and Welsh language training to meet our legal and corporate objectives
- Continued partnership with Gower College to identify and deliver external training support, particularly in digital skills.
- Climate Change and Nature Recovery - Net Zero Swansea
- Deliver the Digital Strategy mission to achieve digital skills and confidence.

We want Swansea Council to be a rich, fulfilling and rewarding place to work. The workforce has adapted to and absorbed a very different way of working during the pandemic and continued the journey of agile working. We want to identify the best aspects of these new ways of working into our everyday working practices and, in doing so, create more compelling reasons to attract and retain talented staff.

We will develop a recruitment strategy designed to widen the applicant talent pool, having regard to our aspiration for a diverse workforce that is more reflective of our communities.

We will achieve and recognise high levels of performance from direct and effective communication, regular evaluation and feedback through performance management processes, clear systems for pay and grading decisions and appropriate non-financial reward options.

## **Strand 6: Recruitment and Retention**

### **Objectives:**

To recruit and retain the right quantity and quality of employees that we need to support the Council in the future through development of our Recruitment Attraction Programme, delivering a positive recruitment experience for applicants and hiring managers.

### **Actions:**

- Review and update of Recruitment and Selection Policy; so that it meets with employment legislation, best practice and Council need (particularly with regard to Equalities). Where necessary, taking positive action through R&S activity to make sure our staff profiles reflect our inclusive and diverse communities.
- Development of our Recruitment Attraction Approach; so that our websites are enhanced to best promote our employer brand, stressing the benefits of working with us. Ensuring that recruitment advertising is effective, focussed, good value for money, uses language and imagery that maximises potential interest from a diverse range of candidates, and is legally compliant

- Review of Application Process; so that it is compliant with legislation and is seen to be supportive to applicants
- Upskilling of recruiting managers so that they are appropriately trained in unconscious bias training, and that all employees who are involved in recruitment panels follow correct processes in conducting recruitment interviews.
- Creation of a modern on-boarding and induction experience for new starters

## **Strand 7: Recognising Performance**

### **Objectives:**

To create a culture of “high performance” across the workforce where performance management is an embedded operational activity.

To ensure the Council’s job evaluation scheme and pay and grading structure are fit for purpose by addressing pay inequality.

### **Actions:**

- Review of pay and grading across the Council and for senior roles as identified through the senior management review
- Delivery of a revised, fit for purpose performance management approach via Oracle, to reflect the future needs of the Council
- Corporate and Directorate objectives reviewed and agreed
- Delivery of an action plan to address pay gap issues across a range of protected characteristics
- Consider re-introduction of “career grades” as part of Pay policy/ strategy.
- Ensure the employee benefits offer is providing value to the workforce by its relevance and uptake

In addition to providing a safe and healthy working environment for our workforce, the Council is committed to ensuring that employees are supported and encouraged to maintain good physical and mental health in order to respond to pressures and demands. This will be achieved through wellbeing initiatives, employee support mechanisms and joint working with trade unions and partners to identify areas for improvement.

We are building an environment that creates diversity and promotes equality, ensuring a diverse and inclusive workforce across the entire council that is more representative of societal diversity and the diversity of our service users, including the use of Welsh language skills. We will tackle racism and other forms of discrimination where it exists and we will ensure the workforce is equipped and supported to do the same.

## **Strand 8: Supporting Our Workforce**

### **Objective:**

To provide a clear roadmap for health and wellbeing that is accessible and fit for purpose, maintaining a happy and healthy workforce and a supportive and productive working environment, aligned to the Future Generations Act objectives around kindness and compassion.

### **Actions:**

- Incorporate mental health awareness into leadership and management development so that they feel confident to address issues around mental health.
- Maintain and develop the Council's "Helping Hands" programme that champions mental health champions issues that;
  - Develops knowledge and confidence to signpost people with the most common mental health issues to the right support
  - Develops an understanding of how to help build a mentally healthy workplace, challenge stigma and support positive wellbeing
  - Takes a preventative approach to ensuring good mental health
- Review and re-launch of the Dying to Work Charter
- Delivery of dedicated advice and support to focus on reducing sickness absence, particularly longer-term.

- Seek re-accreditation for SEQOHS ('Safe, Effective, Quality Occupational Health Service).
- To regain Gold Award status under the Healthy Working Wales; Corporate Health Standard and Small Workplace Health Awards).

## **Strand 9: Equality in the Workplace**

### **Objective:**

To maintain a culture where equality of opportunity exists for all to fulfil their potential and the need for equality, diversity and inclusion is incorporated into everyday activity.

To be an exemplar as a fair and equitable employer where the workforce is increasingly more representative of the population it serves.

### **Actions**

- Establishment of a Workforce Equalities Group to address workforce equalities issues such as;
  - Collection of data on protected characteristics
  - Delivery of Action Plan to address gender and race pay gap issues
  - Delivery of Equalities and Integrated Assessments training
  - Adherence to the Welsh Government's Race Equality Action Plan and LGBT+ Action Plan as they relate to the workforce
- Achievement of Disability Confident Accreditation Leader Status
- Delivery of Equalities Training and promotion of the use of Welsh language



## Delivering the plan

The Workforce Plan will be delivered over 5 years with an annual delivery plan setting out key deliverables and milestones for the coming year.

The Year One Delivery Plan for 2022/23 is attached (**appendix 1**) which has clear deliverables and a foundation to build upon over the 5 years.

Year One has a particular focus on establishing key strategies in relation to skills, performance, resourcing and engagement which support our new ways of working.

The delivery of the strategy will be monitored by the Workforce Strategy Project Board which will report through to a range of stakeholder groups including JCC, CMT, Cabinet, Governance and Audit Committee, Scrutiny and the CDC for Transformation.

A Corporate Workforce Delivery Group will provide directorate engagement and involvement on the practical elements of the strategy across all areas of the council.

Underpinning our Delivery Plan is a commitment to:

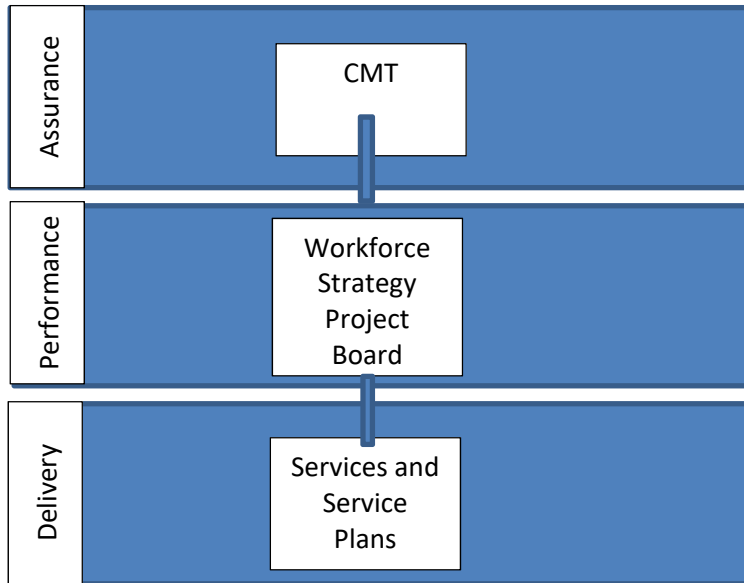
- 1 Focus on the outcomes in the Council Corporate Plan
- 2 Engage constructively with our employees and trade unions
- 3 Make informed and value for money decisions
- 4 Promote equality, diversity and inclusion

### **Workforce Strategy Project Board**

Membership: Director of Corporate Services – Sponsor  
Cabinet Member for Performance and Service  
Head of HR and Service Centre – RSO  
HR&OD Manager – PM  
Service Centre Manager  
Senior HR&OD Business Partner  
Communications Manager  
Health, Safety and Wellbeing Manager  
Trade Union representative

Frequency of meetings: Quarterly

Reporting: 6 monthly report to CMT



## **Workforce Plan Responsibility**

As the Workforce Plan belongs to the whole Council, to succeed it needs to be embedded throughout the organisation, so responsibility in practice is distributed.

By its very nature, much of the Workforce Plan will form part of the Human Resources and Service Centre Service Plan, however, the aims that have been highlighted that focus on internal communication and ICT will be delivered through the respective service area and will form part of their Service Plans. In addition, the work streams identified in the workforce plan should also feature and be embedded in all services plans across all the directorates to ensure the aims and objectives are tailored to any specific requirements within each service.

## **Updating the workforce plan**

The workforce planning process is fundamental to the success of the Council in achieving its vision and priorities. It is important in anticipating future workforce needs and in shaping clear strategies to help meet those needs

Although this is a five-year plan it is important that it is refreshed on an annual basis and informed by revisions to the Corporate Plan, Medium Term Financial Plan, outcomes from the wider service planning process and information gained from individual performance development reviews.

In addition it is important that the plan is informed by good quality employment data, intelligence about trends in the local and national labour market and contextual social, legal, technological and demographic information

The table below sets out the annual process for workforce planning. The process will ensure a clear flow of intelligence, which informs workforce planning at the corporate

and directorate level and which is connected with the wider resource and service planning process:

<b>1</b>	The consideration of workforce issues as part of the service planning process	October-December each year
<b>2</b>	The framing of local service based workforce plans	October-December each year
<b>3</b>	The review of strategic themes to inform the corporate workforce planning process	December each year
<b>4</b>	The updating of the workforce planning actions to capture the strategic themes and develop responding strategies	January - February each year
<b>5</b>	Updating HR and training strategies to deliver workforce planning objectives	March each year

## How will we know if we have been Successful?

We will know if we are successful if our employees, trade unions, elected members and customers feedback positively.

We will regularly monitor key management information which we will develop and refine over the 5 year period of the Plan.

The outcomes we are looking to achieve are:

- Council Plan outcomes are successfully delivered.
- Customer feedback and satisfaction is improved.
- Employee morale is increased.
- Attendance levels are improved.
- Employees are more informed via effective two way communication.
- Higher number of career paths and apprenticeships are in place and planned through closer collaboration with schools, colleges and higher education providers.
- Employee performance is measured in a structured way.
- A clear understanding of workforce skills and training requirements is in place.
- Workforce training and e-learning completions are increased.
- The Gender Pay Gap is reduced.
- Workforce diversity is more representative of the communities being served and our understanding of cultural values is enhanced.
- The number of employees in our “hard to fill” roles is reduced through improved recruitment and retention programmes.
- The workforce age profile is more balanced.
- There is less use of an Externally Provided Workforce (EPWs), or spend on consultants, agency staff and interims.
- Links with peers and partners are strengthened with an increased number of collaborative services and joint workforce initiatives.

We recognise that our employees have different requirements and we need to improve our knowledge and understanding of the workforce to allow us to make more informed decisions around our themes.

As such, developing our ability to record and measure some of the key data above and utilise this information will be a successful measure in itself.

## Strategic Workforce Metrics and Measures

To measure the impact of the workforce strategy and guide workforce planning the following Key Performance Indicators/Metrics will be used to monitor the progress:

Key Performance indicator / measure	What it will show	Why use it
<b>Time taken to recruit</b>	Time taken from submission of advert to offer of appointment	To maintain effectiveness of recruitment system; Impact on organisational capacity if recruitment delayed; help identify workflow blockages
<b>Absence</b>	Days lost per FTE	Manage overall levels, and identify potential costs.
<b>Turnover (Voluntary)</b>	Number of employees leaving (not including end of fixed term contract etc.)	To indicate satisfaction with Council as an employer and identify high turnover areas and manage retention rates
<b>Apprentice securing role with Council</b>	% of apprenticeships/Traineeships successfully completed	To indicate success of apprenticeship schemes in achieving workforce needs.
<b>Staff Survey (Council as an employer)</b>	% employees stating positively that Council is a good employer	Overall measure of employee satisfaction, engagement and manage retention
<b>Gender Pay Gap</b>	% gap in Mean and median earnings of male and female employees	To track success in addressing/reducing gender pay gap
<b>Diversity and inclusion</b>	Percentage of employees (and senior managers) by protected characteristics	To track and monitor effectiveness of diversity and equal opportunity Policies and success in reaching wider talent pools for jobs
<b>External competitor pay check</b>	Key roles where Council pay/benefits package varies from competitors	To manage recruitment and retention hotspots and challenges



**Appendix C**

# Workforce Strategy

**Draft potential new projects that have emerged to date – initial projects for first 12-18 months**

<b>Workforce Strategy Goal</b>	<b>Objectives</b>	<b>Progress</b>	<b>Owner</b>
Leadership and Management	1. Review the Council’s current principles, values and behaviours		HR&OD
	2. Develop a framework of leadership behaviours		HR&OD
	3. Develop a social partnership framework with trade unions		HR&OD
	4. Develop a workforce communication and engagement strategy		Comms and Marketing
	5. Develop a coaching and mentoring approach		HR&OD
Workforce Fit for the Future	6. Develop optimal structures for the following directorates: <ul style="list-style-type: none"> <li>• Adult Services</li> <li>• Child and Family Services</li> </ul>		All

Workforce Strategy Goal	Objectives	Progress	Owner
	<ul style="list-style-type: none"> <li>• Social Services commissioning review</li> <li>• Review of future additional learning needs provision</li> <li>• Long term sustainable waste provision</li> <li>• Community Development</li> <li>• Sustainable transport provision</li> </ul>		
	7. Established workforce plans in each area		All
	8. Develop a new hybrid operating model		HR&OD
	9. Confirm new agency contract arrangements		HR&OD
	10. Delivery of effective elearning solutions in Fusion, particularly reporting functionality		HR&OD
An Employer of Choice	11. Review and update Recruitment and Selection Policy		HR&OD
	12. Develop a recruitment attraction approach		HR&OD
	13. Review the application and selection process		HR&OD
	14. Creation of a modern onboarding and induction process		HR&OD/Digital Services
	15. Review of job evaluation and pay and grading for senior roles as identified by a senior management review		HR&OD
	16. Review the employee benefits platform and consider new offers		HR&OD
Workforce Wellbeing and Inclusion	17. Maintain and develop the 'Helping Hands' network		HSE&Wellbeing
	18. Relaunch the 'Dying to Work' charter		HR&OD
	19. Delivery of advice and support to reduce sickness absence		HR&OD

<b>Workforce Strategy Goal</b>	<b>Objectives</b>	<b>Progress</b>	<b>Owner</b>
	20. Seek re-accreditation for SEQOHS		HSE&Wellbeing
	21. To regain Gold Award status under the Healthy Working Wales; Corporate Health Standard and Small Workplace Health Awards		HSE&Wellbeing
	22. Establishment of a Workforce Equalities Group to address workforce equalities issues		
	23. Achievement of Disability Confident Accreditation Leader Status		



# Appendix D - Integrated Impact Assessment Screening Form

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

## Which service area and directorate are you from?

Service Area: HR and Service Centre

Directorate: Corporate Services

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

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

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

**The Workforce and OD Transformation Programme will deliver transformational projects that support the Council's Workforce Strategy 2022-2027. It provides opportunity for cultural, systems and structural transformation to benefit the wider organisation through improving leadership development, the professional and technical support provided by the HR&OD service, systems development and wellbeing review.**

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

## Appendix D - Integrated Impact Assessment Screening Form

Marriage & civil partnership	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pregnancy and maternity	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Human Rights	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" 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 will take place with a wide range of stakeholders, including employees, managers, and trade unions as and when required during key points in each project.

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

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

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

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**

The Workforce and OD Transformation Programme will have an impact across all Directorate workforce groups in delivering against the themes of “Leadership and Management”, “A Workforce Fit For the Future”, “Being an Employer of Choice” and “Workforce Wellbeing and Inclusion” and supporting Strands and Action Plans

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

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

## Appendix D - Integrated Impact Assessment Screening Form

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

The Workforce and OD Transformation Programme has been developed in line with the provisions of the Well-being of Future Generations (Wales) Act 2015., as has the Workforce Strategy which the programme supports. The programme includes a specific project relating to and Workforce Wellbeing and Inclusion which may have a positive impact on certain groups.

### Outcome of Screening

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

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

The Workforce and OD Transformation Programme aims and objectives have identified that there should be low impact on a wide range of groups as a result of its approval, however the impact should be a positive one rather than negative. Whilst the proposed programme may apply to a wide range of Council employees it largely reflects existing workforce policies. Each project and associated actions listed may be subject to its own IIA process.

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

Full IIA to be completed

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

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

<b>Screening completed by:</b>
<b>Name:</b> Rachael Davies
<b>Job title:</b> Head of HR and Service Centre
<b>Date:</b> 21/03/2023
<b>Approval by Head of Service:</b>
<b>Name:</b> Rachael Davies
<b>Position:</b> Head of HR and Service Centre
<b>Date:</b> 21/03/2023

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

# Agenda Item 9.



## Report of the Cabinet Member for Service Transformation

Cabinet – 20 April 2023

### Digital Strategy 2023-28 and Transformation Programme

<b>Purpose:</b>	To approve the new Digital Strategy 2023-28 and associated Digital Transformation Programme.
<b>Policy Framework:</b>	Corporate Plan 2023-28, Transformation and Financial Resilience Well-Being Objective, Medium Term Financial Plan
<b>Consultation:</b>	Access to Services, Finance, Legal.
<b>Recommendation(s):</b>	It is recommended that Cabinet:  1) Approves the Digital Strategy 2023-28 (Appendix A).  2) Approves the proposed investment of £2 million (or amended budget sum as outlined in 5.2), to fund projects identified in the Digital Transformation Programme Business Case (Appendix B).
<b>Report Authors:</b>	Sarah Lackenby
<b>Finance Officer:</b>	Ben Smith
<b>Legal Officer:</b>	Debbie Smith
<b>Access to Services Officer:</b>	Rhian Millar

#### 1. Introduction

- 1.1 The Digital Strategy was approved in principle by Cabinet on 17<sup>th</sup> November 2022 subject to public consultation. Consultation was undertaken for six weeks and concluded at the end of January 2023.
- 1.2 The consultation and engagement activities sought input and feedback from:

- All residents via a public consultation survey, online and in paper format
- 50+ network
- Poverty Forum
- Disability Liaison Group and Parent Carer's Group
- Organisations that support Welsh Language
- Partner organisations, e.g. Health, Universities, other Councils, WLGA
- Internal stakeholders.

## **2. Digital Strategy 2023-28**

2.1 The Digital Strategy 2023-28 (Appendix A), has been updated following consultation and engagement.

2.2 Consultation and engagement activities were undertaken via online and paper-based surveys, face-to-face and online meetings, and over email. The consultation and engagement activities highlighted the following:

- Responses ranged from a broad demographic of respondents including those aged 26 up to 85 years old
- The majority of respondents agreed with the Digital Strategy vision
- The majority of respondents agreed with the Digital Strategy goals
- One comment requested clearer support for older people accessing digital services online, an aspect that forms a key plank of the first goal "excellent customer service aligned with our service standards". In this goal we have therefore added, "Support for older people when applying for/accessing public services" in response to this feedback.

## **3. Digital Transformation Programme 2023-28**

3.1 The digital transformation programme business case (Appendix B) sits alongside the Council's Digital Strategy 2023-28. The programme includes a series of projects that will deliver the strategic goals. The business case provides a pipeline of initial projects that can be taken forward over the next five years. The Digital Transformation programme forms part of the corporate transformation programme, "Successful and Sustainable Swansea".

3.2 The business case presents the following:

- The clear links that deliver the Corporate Plan well-being objectives
- A pipeline of initial projects. These are projects that are transformational, address a service gap, mitigate or eliminate significant risks, and deliver MTFP savings
- Benefits for residents and other customers, staff and the wider Council
- The programme forms part of the new corporate transformation programme "Successful and Sustainable Swansea" and contributes to

other areas of that programme, e.g. Waste Strategy, Transforming Additional Learning Needs, Workforce and Organisational Development Transformation

- Critical success factors align with the five ways of working
- Robust governance and programme management arrangements are in place, with the programme reporting up to the Transformation Delivery Board for “Successful and Sustainable Swansea”, CMT, and Cabinet, with assurance and oversight by Scrutiny
- The programme involves significant change management within services
- The programme will conclude with an evaluation and final report to identify how the activities have delivered the digital strategy vision and goals.

3.3 The pipeline of initial potential projects includes:

- Community Hub / City Centre Hub
- Housing digital solutions. These will be funded through the Housing Revenue Account (HRA)
- iRecruitment
- Parks management digital solutions
- Commercial waste digital solutions
- Schools Admissions
- Schools Transport
- Education management information digital solutions
- Schools management information digital solutions
- School uniform grants
- Schools catering digital solutions
- Swansea Account
- Unified Communications and telephony Strategy
- Automation and Chatbots
- Education and schools aligned workforce and budget planning solutions
- Common property database
- HM Courts and Tribunals
- Data Management Strategy
- Development programmes for staff and Councillors
- Digital Skills and Apprentices
- Smart City roadmap and roll out.

3.4 Each project has submitted a business case with estimated costs and expected benefits and risks. Scoring criteria will be established to determine which projects to take forward within the overall funding envelope. Many of the projects are still assessing the market therefore this is an estimated cost.

## 4. Integrated Assessment Implications

- 4.1 The Council is subject to the Equality Act (Public Sector Equality Duty and the socio-economic duty), the Well-being of Future Generations (Wales) Act 2015 and the Welsh Language (Wales) Measure, and must in the exercise of their functions, have due regard to the need to:
- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Acts.
  - Advance equality of opportunity between people who share a protected characteristic and those who do not.
  - Foster good relations between people who share a protected characteristic and those who do not.
  - Deliver better outcomes for those people who experience socio-economic disadvantage
  - Consider opportunities for people to use the Welsh language
  - Treat the Welsh language no less favourably than English.
  - Ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs.
- 4.2 The Well-being of Future Generations (Wales) Act 2015 mandates that public bodies in Wales must carry out sustainable development. Sustainable development means the process of improving the economic, social, environmental, and cultural well-being of Wales by acting in accordance with the sustainable development principle, aimed at achieving the 'well-being goals'.
- 4.3 Our Integrated Impact Assessment (IIA) process ensures we have paid due regard to the above. It also takes into account other key issues and priorities, such as poverty and social exclusion, community cohesion, carers, the United Nations Convention on the Rights of the Child (UNCRC) and Welsh language.
- 4.4 A full IIA report (Appendix C) has been updated following the public consultation and engagement.
- 4.5 Each project that emerges over the next five years as a result of this strategy will undertake an IIA screening / full IIA where applicable.
- 4.6 With regard to involvement, the strategy development has been informed by other strategies and operating models, some of which have included their own consultation / engagement activities. In addition, input and feedback has been initially sought from our partners. Public consultation and engagement has been undertaken on the draft Strategy following Cabinet approval in principle. Further engagement and consultation will be undertaken with residents as part of the development of individual projects that will ultimately deliver the six strategic goals. Consultation activities undertaken involved seeking input from:
- All residents via a public consultation survey

- 50+ network to ensure the strategy is informed by older people's use of all the Council's access channels, telephone, face-to-face, email and online
  - Poverty Forum – to consider the financial benefits and impact to residents of being online, including children and young people
  - Disability Liaison Group and Parent Carers'
  - Organisations that support Welsh Language
  - Partner organisations, e.g. Health, Universities, other Councils, WLGA
  - Internal stakeholders
- 4.7 The Well-being of Future Generations Act (Wales) 2015 places a well-being duty on Swansea Council to carry out sustainable development. This is in line with the Council's Sustainable Development Policy and our Corporate Plan's Well-being Objectives.
- 4.8 The strategy adheres to the Transformation and Financial Resilience well-being objective in the Corporate Plan, so that we and the services that we provide are sustainable and resilient for the future. Well-being and future generations and the five ways of working considerations include:
- Taking an outcome-based approach. We will plan and track delivery, in the context of outcomes rather than organisational (performance) level outputs.
  - The strategy and resulting projects aim to provide support and access channels that support residents early and prevent problems escalating
  - This is an integrated strategy that links with wider national and regional strategies and programmes
  - Collaboration and partnership working is a key guiding principle of the strategy
  - The strategy supports virtual learning and sustainable digital solutions for schools
  - Key stakeholders will be actively involved in the design and development of customer focused projects as a result of this strategy
  - The strategy will help and support residents to embrace technology which can significantly improve their life chances
  - The strategy promotes the Council's circular economy approach, disposal of hardware is via sustainable means so that components can be re-used and recycled.
  - A review of wider language provision has also been undertaken.
  - Each project has assessed its individual risks around deliverability and resources as part of submitting an initial business case. In addition, although this is about the roadmap for digital it is not advocating a digital only approach. Face-to-face and telephone channels will continue to support residents and will provide wraparound support for those residents using digital channels. One comment requested clearer support for older people accessing digital services online, an aspect that forms a key plank of the first goal "excellent customer service aligned with our service standards". In this goal we have



therefore added, “Support for older people when applying for/accessing public services” in response to this feedback.

- 4.9 Our customer service standards are under review and will be published shortly, so residents and businesses know what to expect when they contact the Council.
- 4.10 With regard to the cumulative impact of the strategy, each project will include its own IIA screening. The overall strategy, overseen by the Digital Transformation Board, will continuously review the overall impact on people and/or communities as the programme develops and delivers. In particular, how digital channels integrate with telephone, email and face-to-face channels so that the overall access to services supports people and promotes inclusion.

## **5. Financial Implications**

- 5.1 All the projects requiring investment listed at point 3.3 involve using digital technologies to implement new ways of working in accordance with the definition of transformation and will deliver a range of benefits, including:
- Improving customer service to residents, including 24/7 access to information
  - Transformation, introducing new ways of working, and operational efficiency
  - Resolving key risks on the risk register
  - Delivering savings in the MTFP.
- 5.2 The programme requests initial investment of £2 million to support project delivery in the first two years of the programme. This will be provided from the balance on the Restructuring Reserve at year end. The final project list for 2023-25 may need to be adjusted accordingly should the reserve balance be less than £2 million.

## **6. Legal Implications**

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

**Background Papers:** None

### **Appendices:**

- |            |  |
|------------|--|
| Appendix A | Digital Strategy 2023-28               |
| Appendix B | Implementation Programme Business Case |
| Appendix C | IIA Full Report                        |



# Digital Strategy

## 2023-28

## Foreword

Cabinet Member for Service Transformation and Deputy Leader

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

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

## Introduction

Over the past seven years Swansea Council has:

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

This Digital Strategy 2023-28 builds on what has already been achieved and aims to contribute to wider partnership strategies.

## Our digital goals

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

## Our guiding principles

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

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

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

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

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

## Key desired outcomes

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

## How we will measure our performance

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

## Why We Need a Digital Strategy

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

Digital technology is already being used as a key strategic tool for supporting delivery of the council's well-being objectives:

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

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

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

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

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

**Transformation and Financial Resilience:** we are using the latest digital tools and technologies to support innovation and efficiency, increasing e-democracy and redesigning services to improve effectiveness and accessibility, including involving our service users wherever possible. All in ways which aim to increase the Council's sustainability and financial resilience in the longer term.

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

## **External Context**

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

### **Political:**

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

### **Economic:**

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

### **Social:**

- High numbers of people in Swansea access the internet than the UK and Welsh average
- 86% of Swansea households had internet access at home in 2017-18.
- Swansea has relatively low rates of digital exclusion

- The pandemic has increased the pace of channel shift to online and telephone
- The cost of living crisis will lead to increased demand for services and customer contact

### **Technological:**

- Advances in digital technology are changing customer behaviour (with increasing demand for online services and expectations of 24/7 access to services) and creating opportunities for the workforce to make processes and services more responsive and efficient
- Remote working technologies support recruitment beyond the local labour market and help with employee retention
- Internet of Things, such as assistive technologies (e.g. personal alarms, fingerprint recognition); sensors (e.g. to detect air pollution, car park availability and bin capacity); and pushing alerts to smartphones.

### **Legal:**

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

### **Environmental:**

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

### **Global:**

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

## **Internal Context**

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

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

- **Workforce capacity:** sufficient capacity will be needed to make the most of the opportunities digital technology has to offer
- **Recruitment and retention:** there are significant challenges in recruiting and retaining staff with the necessary skills

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

## Our vision for a Digital Swansea

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

## Strategic Goals

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

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

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

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

#### **What we will do by 2028:**

- Work to maintain a range of local contact channels that supports digital
- Support the most vulnerable and older people when applying for / accessing public services
- Design access channels based on customers’ experiences and feedback and through the involvement of our service users
- Make it easier for everyone to contact us

- Review and publish our service standards so residents and businesses know what to expect when they contact the Council.

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

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

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

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

### **What we will do by 2028:**

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

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

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

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

- ✓ Software rationalisation has been delivered yielding savings and this will continue as an ongoing project



- ✓ Agile and mobile working has been enabled by digital tools/technology, improving services for residents and reducing office space
- ✓ Upgrading of the schools' infrastructure to enable the digital curriculum as well as full migration to Hwb.

**What we will do by 2028:**

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

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

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

**What we have done already:**

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

**What we will do by 2028:**

- Join-up data in ways which supports improved decision-making and performance management
- Integrate data with our partners to improve understanding of demand and service design and planning
- Further roll out business intelligence software to improve employees' access to data analytics

- Make open data available to communities and involve service users to improve the accuracy of data
- Identify data champions across the Council who can support and lead this journey.

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

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

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

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

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

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

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

### **What we will do by 2028:**

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

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

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

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

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

### **What we will do by 2028:**

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



### Digital Transformation Programme Business Case

#### 1. Introduction

##### 1.1 Purpose

This digital transformation programme business case sits alongside the Council's Digital Strategy 2023-28. The business case outlines only those projects requiring additional investment or resources, and provides a pipeline of projects that can be taken forward over the next five years. Other projects not listed here will also be taken forward as part of business as usual work. The full list of all activities to deliver the strategic goals over the next five years will be reported in the next update to Cabinet. The digital strategy and this implementation programme form part of the corporate transformation programme called "Successful and Sustainable Swansea".

##### 1.2 Background

Each project has submitted a business case that has been assessed against criteria agreed by the Board. The business cases identify how each project:

- Delivers Digital transformation
- Aligns with the Council's well-being goals and ways of working in the Corporate Plan 2023-28
- Delivers a particular goal in the Digital Strategy
- Delivers savings in the Medium-Term Financial Plan (MTFP) or operational efficiencies
- Addresses a problem or risk.

#### 2. Strategic Case

##### 2.1 Strategic Context

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

Digital technology is already being used as a key strategic tool. The new Digital Strategy lays out the next phase of the roadmap, delivered through the Digital Transformation projects and activities. The Strategy and programme

support delivery of the council's six well-being objectives in the Corporate Plan:

- **Safeguarding people from harm** – so that our citizens are free from harm and exploitation.
- **Improving Education and Skills** – so that everyone in Swansea gains the skills and qualifications they need to succeed in life.
- **Transforming our Economy and Infrastructure** – so that Swansea has a thriving mixed use City Centre and a local economy that will support the prosperity of our citizens.
- **Tackling Poverty and Enabling Communities** – so that every person in Swansea can achieve their potential.
- **Delivering on Nature Recovery and Climate Change** – so that we maintain and enhance nature and biodiversity in Swansea, reduce our carbon footprint and tackle climate change.
- **Transformation and Financial Resilience** – so that we and the services that we provide are sustainable and fit for the future.

The Corporate Plan also sets out how we are maximising our contribution to our Well-being Objectives and national goals through the way in which we work, which is in line with sustainable principles as follows. These ways of working will be adopted in the delivery of the Digital Strategy and Transformation programme:

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

## 2.2 Digital Strategy and Goals

The Council has a vision for transformation, which provides a clear rationale and narrative:

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

The Digital Strategy Vision is:

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

This will be achieved through six digital goals:

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

### 2.3 The Case for Change

The Council faces challenging financial targets in order to maintain a balanced budget as documented in the Medium-Term Financial Plan (MTFP).

At the same time residents' expectations of the quality of front-line services continues to rise. The digital programme will assist with addressing the joint challenges of the need to continue to make efficiencies, the increasing expectations of residents, and the drive to improve services.

The digital transformation programme will aim to ensure:

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

### 2.4 Existing arrangements

Cabinet approved the first Digital Strategy seven years ago in November 2015 as the Council was emerging from the outsourced IT contract. At that time, the Council's aspirations were ambitious as a significant amount of core infrastructure, network, and system improvements were needed before true digital change could even begin.

Hundreds of digital projects formed the implementation and the first few years saw the Council transform its technology foundations and architecture. During the past three years, the Council has begun exploiting new ways of working available through the latest cloud and digital platforms. This put the Council in an advantageous position in early 2020 at the start of the pandemic, to support residents, businesses and staff with the latest digital channels and platforms.

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

## 2.5 Business Needs Current and Future

Our Future Model is designed around being:

- **People Focused** - We put citizens, communities, businesses and our partners at the heart of everything we do.
- **Collaborative** - We support collaboration across the Council and with our partners to co-ordinate our work.
- **Open and Transparent** - We make decisions based on data and evidence and publish our targets and results.
- **Innovative** - We embrace new ways of working and continuously modernise our tools and technology.
- **Secure** - We work tirelessly to secure all data and information we use.

The individual project business cases have identified the need for:

- Digital enabling and improving customer service to residents, e.g. through the Swansea Account and other new technologies that will transform some of the operations within schools
- Digital enabling new ways of working, e.g. paperless and agile working in Housing, Parks, and Cleansing services
- New Policy development, e.g. A Data Management Strategy, using data in new ways to inform decision-making
- The development of digital skills, competence, and confidence across both the workforce and communities to enable digital innovation and ensure sustainability in the longer term
- A Smart City Roadmap to articulate how the internet of things can transform operational efficiency.

## 2.6 Alignment with “Successful and Sustainable Swansea”

The digital strategy and this implementation programme form part of the corporate transformation programme called “Successful and Sustainable Swansea”. The focus of “Successful and Sustainable Swansea” is the achievement of the Council’s vision. As such, while previous plans majored on the delivery of savings identified in the Medium-Term Financial Plan, “Successful and Sustainable Swansea” is focused on delivering the most significant change programmes that the council needs to pursue in order to achieve its vision and address any major risks.

Some of the projects within this digital programme also enable the delivery of other programmes within “Successful and Sustainable Swansea”, e.g. Waste Strategy, Transforming Additional Learning Needs, Workforce and Organisational Development Transformation.

## 2.7 Main High-level Benefits

A range of potential customer, staff and Council wide benefits are described below:

Customer related benefits:

- Single view of customers. This single view supports a number of benefits for residents including more streamlined customer journeys, issues resolved more quickly and fewer hand offs/ touch points
- Greater resilience across services
- A larger, integrated mobile/locality team, highly visible across the community
- Customers will have a wider choice of channels, e.g. web, telephone, chatbots
- Potential for faster processing of applications and cases.

Staff related benefits:

- New staff development opportunities in digital skills, helping staff drive digital innovation across the Council
- A new cohort of digital apprentices.

Council related benefits:

- Enhanced strategic capacity and capability to support the forward planning of the organisation
- The benefits of joined up data informing decision-making
- Operational efficiency using Smart City technology
- Mobile working helping the council meet its net zero carbon targets
- Improved customer systems to make service requests and applications easier for residents.

### 2.7.1 Main risks

Ref	Description	RAG	Mitigation	RAG
01	If services and Digital are at capacity with critical business as usual work, then there is a risk that the transformation projects may not be given priority and may be delayed		Prioritisation of both transformation and business as usual projects alongside Directorates	
02	If there is insufficient capacity and capability for the new programme		Additional resources included in business cases and request for funding	



Ref	Description	RAG	Mitigation	RAG
	across services, then there is a risk it will be delayed			
03	If the same specialist staff across Digital and Directorates are working on the Transformation programme and business as usual projects, then there is a risk of delay to projects.		Mapping of resources across all projects and planning of priorities across years including new and emerging projects.	
04	If there is insufficient funding for the whole programme then there is a risk the goals and benefits will not be realised.		Explore additional external funding opportunities for projects, e.g. Digital Transformation Fund	
05	If the benefits are not delivered in full or in part then there is a risk the Digital Strategy ambition will not be realised		Benefits tracker to monitor progress and discussed as a standing item at Board meetings	
06	If external supply chain or service provision issues are experienced, then there is a risk this will affect delivery and may extend timescales		Orders placed early in the project and time contingency allowed in any project plans	

## 2.8 Constraints and Dependencies

The programme is constrained by the budget available therefore projects have been prioritised. Further external funding will be sought to reduce this constraint.

The most significant dependency across the programme is around resources, both within Digital and across Council services. Although additional resources and skills will be brought in to deliver the transformation programme, there will still be a small cohort of specialist staff across services that will be involved in multiple projects, including critical business as usual work.

Most of the projects are independent of each other and are therefore not reliant on the sequencing of tasks across the programme. The exception to this is the suite of Education projects, many of which are linked due to the dependency on schools' management information. The waste, parks and cleansing areas are key deliverables around the Waste Strategy, this is another strand of the corporate transformation programme.

The digital programme reports into the Transformation Delivery Board, which will also be responsible for identifying and managing obstacles and any interdependencies between different areas of the overall corporate transformation programme.

### 3. Economic Case

The purpose of the economic case is to articulate how the proposal delivers best public value to society, including wider social and environmental effects. A range of projects will be taken forward to deliver the Digital Strategy by 2028 but not all require investment. The economic case below focuses on only those projects requiring additional investment to move forward.

#### 3.1 Critical Success Factors

The key critical success factors that are needed to realise the programme benefits are set out in the table below:

Success Factor	Description
Long term: The importance of balancing short-term needs whilst safeguarding the ability to also meet long-term needs	The programme includes a range activities and projects to ensure the Council is sustainable in the longer term
Integration: With the Council's well-being objectives and the goals of other strategies	The programme has taken an integrated approach, delivering and supporting different well-being goals in the corporate plan and the goals of other strategies, e.g. Education, Housing, etc
Involvement: We will design services around residents' needs wherever possible	The programme will achieve this by designing and building services around the customer and delivering digital services by design and choice, co-producing where appropriate
Collaboration: We will ensure more internal and external collaboration	Working with our partners wherever possible to achieve economies and scale and share learning / good practice
Prevention: Preventing problems from occurring or getting worse	The programme will achieve this through projects that address a service risk or gap
Transparent and good decision making	Our key decisions on how services are delivered will be based on effectively using strong data and insights analysis
We will be innovative in our use of technology	We will embrace new ways of working and emerging technology to improve services

	to residents and increase efficiencies for staff
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### 3.2 Deliverables

The table below maps the transformation projects that particularly require investment to move forward, aligned with each goal and deliverable in the Digital Strategy:

<b>Goal</b>	<b>Projects requiring Investment</b>
Excellent Customer Service aligned with our Service Standards	<ul style="list-style-type: none"> <li>• Add more services to the Swansea Account each year for residents</li> <li>• Unified Communications and Telephony Strategy and systems to improve telephone access</li> <li>• Community Hub and City Centre Hub delivery for local face-to-face access</li> <li>• Chatbots and process automation providing instant access to support online</li> </ul>
People Focused Digital Services	<ul style="list-style-type: none"> <li>• Online recruitment</li> <li>• Digital solutions for Housing to benefit tenants</li> <li>• Digital solutions for Parks and Cleansing in order to deliver the Waste Strategy and Net Zero programme</li> <li>• Digital solutions for Education and Schools to improve education and skills and transform additional learning needs.</li> </ul>
Resilient Infrastructure and Systems	<ul style="list-style-type: none"> <li>• A common property database</li> <li>• National project across Wales to deliver the HM Courts and Tribunal Service Automated track Case Management. This will deliver new and seamless ways of working between the Council and the Courts.</li> </ul>
Accessible data that supports communities and Council performance	Developing a Data Management Strategy to inform decision-making and improve performance management. The strategy will also include how the Council can maximise open data so communities can make use of this locally.
Digitally Skilled and Confident Workforce and Communities	<ul style="list-style-type: none"> <li>• Procurement of external training and development for staff and Councillors in future digital skills</li> <li>• Investment in digital apprentices to grow capacity and capability in the longer term</li> </ul>
A Digitally Connected	<ul style="list-style-type: none"> <li>• Procurement of specialist expertise to develop the Smart City Roadmap</li> </ul>

City and County	<ul style="list-style-type: none"> <li>Investment in the further strategic roll out of internet of things (IoT) devices. This enables the Council to deliver the services when they are needed therefore increasing operational efficiency and resident satisfaction.</li> </ul>
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#### 4. Commercial Case

The commercial case highlights the approach to procurement for the programme.

Any projects in the programme requiring the purchase of systems or other technical solutions will be procured in accordance with the Council's procurement policies, contract procedure rules, and financial procedure rules.

Whilst each project will carry out its own procurement, the programme will oversee and identify opportunities for joint procurement routes where possible to achieve efficiencies.

The programme will undertake procurements informed by learning in the Future Generation Commissioner's report, 'Spotlight on Procurement 2020'. The programme will aim to:

- Achieve wider outcomes from any procurement activities
- Deliver the aspirations of the Act through all its procurement activities
- Consider the carbon impact of any procurement decisions in the programme
- Maximise the social, economic, environmental and cultural impact of any procurements
- Deliver social value.

#### 5. Financial Case

The financial case provides an overview of the anticipated investment required and the cashable savings or operational efficiencies that will be achieved by the projects across the programme.

5.1 Most of the projects are still working through the sustainable procurement implications and need to go out to the market before full cost implications are known. The table below is the initial tranche of proposed projects, which have been scored against criteria. Those projects that are transformational and that contribute to savings in the Medium-Term Financial Plan carry a higher weighting. The highest scoring projects will be taken forward in the first year and these are:

- Community Hub / City Centre Hub
- iRecruitment
- Housing digital solutions. These will be funded through the Housing Revenue Account (HRA)

- Parks management digital solutions
- Commercial waste digital solutions
- Schools Admissions
- Schools Transport
- Education management Information digital solutions
- Schools Management Information digital solutions
- School Uniform Grants
- Schools catering digital solutions.

<b>First Tranche of Projects</b>	<b>Benefits / Deliverables</b>	<b>Estimated Set-up Implementation and first year costs</b>
Community Hub / City Centre Hub	<ul style="list-style-type: none"> <li>• Several public sector organisations in one place</li> <li>• Convenient face-to-face locations for the public accessing services</li> <li>• Supporting residents accessing services online through digital champions</li> <li>• New ways of working</li> <li>• Achieves savings in the MTFP</li> </ul>	222,000
iRecruitment	<ul style="list-style-type: none"> <li>• Improved customer service and experience for candidates applying for jobs with the Council</li> <li>• Automated processes</li> <li>• Increased security and resilience</li> <li>• New ways of working</li> <li>• Achieves savings in the MTFP</li> </ul>	167,000
Housing digital solutions	<ul style="list-style-type: none"> <li>• Document management to enable new ways of working</li> <li>• Access to information from any site</li> <li>• Paperless</li> <li>• Improved customer service to tenants</li> <li>• Reduced costs</li> <li>• Increased resilience</li> </ul>	Funded through the HRA
Parks Management	<ul style="list-style-type: none"> <li>• New ways of delivering parks and open spaces service in line with the Waste Strategy</li> <li>• Increased income</li> </ul>	£100,000

<b>First Tranche of Projects</b>	<b>Benefits / Deliverables</b>	<b>Estimated Set-up Implementation and first year costs</b>
	<ul style="list-style-type: none"> <li>• Reduces / eliminates a risk on the risk register</li> <li>• Achieves savings in the MTFP</li> </ul>	
Commercial Waste	<ul style="list-style-type: none"> <li>• New ways of delivering the commercial waste service in line with the Waste Strategy</li> <li>• Customer portal and improved customer service</li> <li>• Reduces / eliminates a risk on the risk register</li> <li>• Achieves savings in the MTFP</li> </ul>	£103,000
Schools Admissions	<ul style="list-style-type: none"> <li>• New ways of delivering schools admissions to improve customer service to parents</li> <li>• Integrated approach</li> <li>• Faster processing</li> <li>• Improve telephone availability and resilience</li> <li>• Reduces / eliminates two risks on the risk register</li> </ul>	£146,000
Schools Transport	<ul style="list-style-type: none"> <li>• New ways of delivering an integrated service</li> <li>• Improved access for parents and faster decisions</li> <li>• Route planning</li> <li>• Improved customer service for parents</li> <li>• Improved resilience</li> <li>• Reduces / eliminates two risks on the risk register</li> <li>• Achieves savings in the MTFP</li> </ul>	£171,000
Education Management Information Systems (MIS)	<ul style="list-style-type: none"> <li>• Improved data for performance and decision-making</li> <li>• Supporting vulnerable learners</li> <li>• Integrated and rationalised approach</li> </ul>	£171,000
Schools Management Information Systems (MIS)	<ul style="list-style-type: none"> <li>• An all-Wales approach</li> <li>• Security and resilience</li> <li>• Reduces / eliminates two risks on the risk register</li> </ul>	£479,000

<b>First Tranche of Projects</b>	<b>Benefits / Deliverables</b>	<b>Estimated Set-up Implementation and first year costs</b>
	<ul style="list-style-type: none"> <li>The Schools' MIS Achieves savings in the MTFP</li> </ul>	
School Uniform Grants	<ul style="list-style-type: none"> <li>New ways of delivering the service, improving access for the most vulnerable families</li> <li>Improved customer service and faster processing of school uniform grants</li> <li>Reduces / eliminates two risks on the risk register</li> </ul>	£143,000
Schools Catering solutions	<ul style="list-style-type: none"> <li>New ways of delivering the service to improve the schools catering model</li> <li>Improved processing</li> <li>Reduces / eliminates two risks on the risk register</li> <li>Achieves savings in the MTFP</li> </ul>	340,000
	<b>Total Investment</b>	<b>2,042,000</b>

5.2 The following projects will be kept on the pipeline list, seeking alternative funding and/or additional investment in future years:

- Swansea Account
- Unified Communications and telephony Strategy
- Automation and Chatbots
- Education and schools aligned workforce and budget planning solutions
- Common property database
- HM Courts and Tribunals
- Data Management Strategy
- Development programmes for staff and Councillors
- Digital Skills and Apprentices
- Smart City roadmap and roll out.

### 5.3 Savings and Efficiencies

All the projects listed in the table at 5.1 involve using digital technologies to implement new ways of working in accordance with the definition of transformation. The chosen projects will deliver a range of benefits including:

- Improving customer service to residents, including 24/7 access to information
- Introducing new ways of working and operational efficiency

- Resolving key risks on the risk register
- Delivering savings in the MTFP.

## 6 Management Case

The Management Case demonstrates how the programme will be managed and monitored.

### 6.1 Programme and Project Management Plans

The Digital Transformation Programme governance has been established. The Board oversees the programme and reports up to the Council's overall Transformation Delivery Board, "Successful and Sustainable Swansea". All key roles are in place and agreed as per the table below:

Role	Member
Chair	Cabinet Member for Service Transformation (Deputy Leader)
Deputy Chair	Director of Corporate Services
Sponsor	Director of Corporate Services
Senior Responsible Officer (SRO)	Head of Digital & Customer Services
Programme Manager	Digital Services Programme Manager
	Digital Services Manager
Directorate Representatives	<p><b>Place:</b></p> <p>1. Head of Property Services</p> <p><b>Social Services:</b></p> <p>2. Principal Officer – Resources</p> <p>3. Tackling Poverty Service Manager</p> <p><b>Education:</b></p> <p>4. Team Manager Stakeholder and School Support</p> <p><b>Corporate Services:</b></p> <p>5. Head of HR and Service Centre</p> <p><b>Finance:</b></p> <p>6. Deputy Chief Finance Officer / Deputy Section 151 Officer</p>
Welsh Audit Office Observer	Senior Auditor (IM&T)



## 6.2 Scrutiny and Assurance

The Digital Transformation Programme Board will report progress, risks, and issues through a highlight report quarterly to the Transformation Delivery Board.

The Digital Transformation programme will report progress at least once a year to Cabinet/CMT on the delivery of the Digital Strategy vision, strategy, goals and plan. The Board will also present a public report annually to Cabinet on progress.

Scrutiny and assurance of the strategy will be provided by the Scrutiny Programme Committee and the Governance and Audit Committee in line with existing council procedures.

## 6.3 Programme Plan

A high-level plan is included in Appendix C, highlighting the projects requiring investment over the next five years. A programme plan of all activities and projects to deliver the Digital Strategy outcomes by 2028 is also underway. Some of these activities are already in flight and require no additional investment, e.g. developing a Customer Charter and Service Standards. Following the Cabinet decision in April, progress on all Digital Transformation activity will be reported to the Board on a monthly basis through the highlight report.

## 6.4 Key Milestones

The table below highlights the overarching key milestones of the programme:

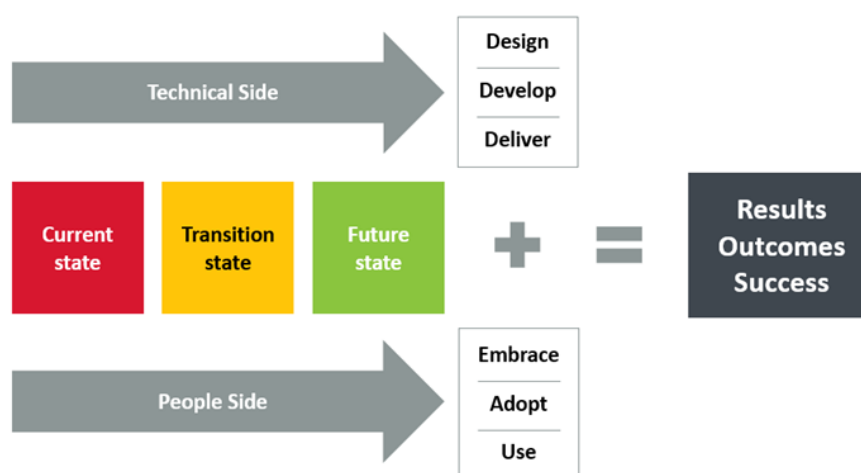
<b>Key Milestones</b>	<b>Date</b>	<b>Responsibility</b>
Cabinet approval	April 2023	SRO
Projects commence	May 2023	Project R/O
Quarterly reporting to the Transformation Board	Qtrly	Programme Manager
Annual review of the programme	January each year	SRO / Programme Manager
Annual update on progress to CMT/Cabinet followed by a formal report to Cabinet	March each year	SRO / Programme Manager
Annual review by Scrutiny	April each year	SRO / Programme Manager
Audit of the Digital Strategy and Programme	2026	SRO / Programme Manager

Key Milestones	Date	Responsibility
End of Programme closure report	2028	Programme Manager

### 6.5 Change Management Arrangements

Change Management is an integral part of any programme that aspires to bring transformational change to an organisation.

The image below provides a high-level illustration of the anticipated transformational journey for Swansea Council.



The programme will develop a suite of enabling tools that will support change management, including service review and business case templates, co-production guidance, and a virtual transformation network. Additional capacity to enable change and transformation has been included within the individual projects as the needs of each projects is different and capacity across service areas varies.

### 6.6 Benefits Realisation

Realising all business benefits may potentially take some time after projects have completed.

The business benefits will be confirmed as the programme progresses and will be tracked via a benefits register and will be reported to the Digital Transformation Board.

### 6.7 Risk Management

The Programme sets out to operate best practice in the management of:

- Risks
- Actions

- Issues
- Decisions, and
- Dependencies.

The management of risks and issues forms part of the governance of this Programme ensuring they are managed in the most effective way to a clearly stated quality.

Members of the Programme team and key service leads are supported to manage their risks and issues regularly and effectively. Risks will be reviewed at Board level monthly, focusing on red and amber risks. Each project will manage and maintain their own trackers and there will be a separate Programme Risk tracker.

#### 6.8 Post implementation and evaluation arrangements

These will be scheduled once detailed project plans and the benefits realisation register is complete.

### 7 Conclusion

This business case sits alongside the Digital Strategy 2023-28. The business case identifies an initial tranche of digital transformation projects requiring investment, with a pipeline of further projects for the next five years. Other projects being delivered as part of daily business also contribute to the Digital Strategy goals therefore all activities will be brought together into one report for the next update to Cabinet. This business case presents the following:

- The clear links that deliver the Corporate Plan well-being objectives
- The chosen projects have been selected and scored against set criteria. These are projects that are transformational, address a service gap, mitigate or eliminate significant risks, and deliver MTFP savings
- Benefits for residents and other customers, staff and the wider Council
- The programme forms part of the new corporate transformation programme “Successful and Sustainable Swansea” and contributes to other areas that programme, e.g. Waste Strategy, Transforming Additional Learning Needs, Workforce and Organisational Development Transformation
- Critical success factors align with the five ways of working
- Robust governance and programme management arrangements are in place, with the programme reporting up to the Transformation Delivery Board for “Successful and Sustainable Swansea”, CMT, and Cabinet, with assurance and oversight by Scrutiny
- The programme involves significant change management within services
- The programme will conclude with an evaluation and final report to identify how the activities have delivered the digital strategy vision and goals.

The programme requests investment for the first tranche of projects of £2.042m. Further investment opportunities will be sought for the remaining pipeline of projects to take forward over the next five years. Many of the projects are still assessing the market therefore this is an estimated cost. Should final costs change significantly, the programme of projects will be adjusted rather than requesting additional investment. This ensures implementation of the first phase can start as soon as possible.

Digital Transformation Programme

Goals	Digital Transformation Projects	Year 1	Year 2	Year 3	Year 4	Year 5	
Excellent Customer Service aligned with our Service standards	Swansea Account		[Progress bar from Year 1 to Year 5]				
	Unified Communications & Telephony Strategy		[Progress bar from Year 1 to Year 3]				
	Automation and Chatbots to improve first contact online for residents		[Progress bar from Year 1 to Year 4]				
	Community Hub and City Centre Hub	[Progress bar from Year 1 to Year 2]					
People Focused Digital Services	iRecruitment	[Progress bar from Year 1 to Year 2]					
	Housing going paperless, changing ways of working and going agile	[Progress bar from Year 1 to Year 2]					
	Parks Management System. Will transform frontline operations	[Progress bar from Year 1 to Year 2]					
	Commercial Waste solution	[Progress bar from Year 1 to Year 2]					
	Schools Admissions solutions that enables swift application process	[Progress bar from Year 1 to Year 2]					
	Schools transport solution to support home-to-school route planning	[Progress bar from Year 1 to Year 3]					
	Education Management Information System	[Progress bar from Year 1 to Year 3]					
	Schools Management Information System	[Progress bar from Year 1 to Year 3]					
	Assess expansion of Oracle Fusion to align schools workforce and budget planning with the Council				[Progress bar from Year 4 to Year 5]		
	New digital solution for the payment of school uniform grant to parents	[Progress bar from Year 1 to Year 2]					
	Schools' catering solution which will transform the supply and delivery of school meals	[Progress bar from Year 1 to Year 2]					
Resilient Digital Infrastructure and Systems	Common Property Database		[Progress bar from Year 2 to Year 4]				
	HM Courts & Tribunals Service Automated Track Case Management		[Progress bar from Year 2 to Year 4]				
Accessible Data that Supports Communities and Council Performance	Develop Data Management Strategy		[Progress bar from Year 2 to Year 4]				
Digitally skilled & confident workforce & communities	Development programme for staff and Councillors		[Progress bar from Year 2 to Year 4]				
	Put recruitment routes and processes in place for digital skills and apprentices		[Progress bar from Year 2 to Year 3]				
Digitally connected city and county	Smart City roadmap and roll out		[Progress bar from Year 2 to Year 5]				

# Agenda Item 10.



## Report of the Cabinet Member for Service Transformation

Cabinet – 20 April 2023

### Successful and Sustainable Swansea Corporate Transformation Plan

<b>Purpose:</b>	To seek Cabinet approval of the Corporate Transformation Plan for 2023-28
<b>Policy Framework:</b>	<ul style="list-style-type: none"><li>• 2022-27 Policy Commitments</li><li>• 2023-28 Corporate Plan</li><li>• Transformation and Financial Resilience Wellbeing Objective</li><li>• Corporate Risk Register</li></ul>
<b>Consultation:</b>	Access to Services, Finance, Legal.
<b>Recommendation(s):</b>	It is recommended that Cabinet:  1) Approves the Corporate Transformation Plan at Appendices 1-3.
<b>Report Author:</b>	Ness Young
<b>Finance Officer:</b>	Ben Smith
<b>Legal Officer:</b>	Tracey Meredith
<b>Access to Services Officer:</b>	Rhian Millar

#### 1. Introduction

***In 2028 Swansea is a place that has a thriving mixed use city centre and local economy. It is a place where people can gain the skills and qualifications they need to succeed in life, where everyone can achieve their potential and where communities are resilient and cohesive. Swansea is a place where human rights are respected, and people are safeguarded from harm and exploitation. It is a place where nature and biodiversity are maintained and enhanced, and carbon emissions are falling.***

- 1.1 The challenge of achieving the council's vision above, cannot be underestimated, especially in the light of the huge problems it is currently facing, including:
- A growing ageing population with increasingly complex needs
  - The need to attract economic investment, high quality jobs, new technology and to address the skills gap.
  - The need to reduce the county's carbon footprint and support nature recovery to help tackle climate change
  - The need to tackle health and socio-economic inequalities
  - Inflation and the cost of living crisis
  - Recruitment and retention problems in key roles
  - Major macro-economic uncertainty
  - Geopolitical conflicts / changes that are impacting on resource availability and prices
  - Technological advances that are leading to changes in customer behaviour and expectations
  - Significant legislation and national policy requirements on public bodies that will influence service design and delivery
- 1.2 In addition, the council has never faced such a difficult financial outlook, exacerbated by years of austerity. As currently designed our services will soon become unsustainable as our costs rise but our funding is expected to fall in real terms year on year – the Medium Term Financial Plan (MTFP) predicts further savings of between £40-70 million per year by 2026-27 could be required.
- 1.3 Many of the above factors will continue to have an impact over the medium-term (i.e., to 2028) and even the long-term (i.e., to 2040). Against that background, if the council is to meet its statutory obligations and deliver on the commitments it has made, we will have to make significant changes to the council's operating model, technology, processes, and service delivery<sup>1</sup>. In other words, we will have to transform, working closer than ever with others, while continuing to ensure that everything we do is focused on meeting the needs of our population now and in the future.

## 2. Background

- 2.1 The council has been transforming since 2015. The *Sustainable Swansea Programme* ran from 2015-20 and the *Achieving Better Together Programme* followed between 2020-22, the latter primarily focused on helping the council respond to and recover from the COVID19 pandemic.
- 2.2 This corporate transformation plan is the next phase in the council's transformation journey. It has been developed under the banner of *Successful and Sustainable Swansea* the council's corporate plan for

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<sup>1</sup> According to CIPFA "Transformation involves significant change in approach to an organisation's operating model, technology, processes and/or service delivery to deliver better outcomes and improve efficiency"

the next five years. It is structured under the six corporate priorities contained the council's corporate plan.

### 3. Advice

- 3.1 The focus of this corporate transformation plan is the achievement of the council's vision. As such, while previous plans majored on the delivery of savings identified in the Medium Term Financial Plan, this plan is focused on delivering the most significant change programmes that the council needs to pursue to achieve the vision highlighted in section 1 above.
- 3.2 The delivery of the council's savings plans remain a priority but recognising that many planned savings do not involve transformation, only those which are linked to a specific transformation programmes will be monitored as part of this plan. A separate mechanism, is being established under our Performance Management Framework to ensure the effective monitoring and reporting of budget savings delivery from quarter 1 of 2023-24 onwards.
- 3.3 The diagram below shows the programmes that will be included in the plan. All have been drawn from the council's corporate plan and encompass many of the steps articulated therein.





- 3.4 The plan contains seven service specific<sup>2</sup> and five cross-cutting<sup>3</sup> programmes, all of which will have a long term impact on service delivery, ways of working and the financial resilience of the council. Even though each of the programmes is free standing, there are important connections and synergies between them and bringing them together into a single plan will help to ensure these are identified, optimised, and managed.
- 3.5 The programmes have also been selected as they are expected to have a significant impact on mitigating the following risks which are identified on our corporate risk register:
- Safeguarding
  - Pupil attainment and achievement
  - Impact of poverty
  - Cost of living crisis
  - Social cohesion
  - Local Economy and Infrastructure
  - Net Zero 2030 target
  - Medium Term Financial Plan delivery
  - Workforce recruitment and retention
  - Mandatory training
  - Cyber, data and digital security
- 3.6 Appendix 1 contains a description of each programme, the intended outcomes, outputs / benefits and governance arrangements. Appendix 2 provides a high level plan of key milestones for 2023-24. Detailed milestones for 2024-28 will be developed over the coming months as the programmes become more established. Each of the programmes will also be offered external support and advice on how coproduction can be incorporated into their design and delivery to ensure they are people focused.

#### **4. Governance Arrangements**

- 4.1 The diagram at Appendix 3 shows the governance arrangements that are now in place to manage the individual programmes and to oversee delivery of the plan as a whole.
- 4.2 Each programme has formal governance arrangements in place with Cabinet Member oversight. Every programme has a Director level sponsor with the relevant Head of Service being responsible for the programme's operational delivery.
- 4.3 The Transformation Delivery Board is established and has met twice to date. The Board's terms of reference are attached at Appendix 4. The Board's main remit is to ensure delivery of the overall plan and it will fulfil

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<sup>2</sup> Transforming Adult Services, Child and Family Services Transformation, Transforming Additional Learning Needs, Right Schools Right Places, Regeneration Programme, More Homes Programme, and the Future Waste Strategy

<sup>3</sup> Future Community Hub Model, Enabling Communities Programme, Net Zero Programme, Digital Transformation Programme and Workforce and OD Transformation Programme

this role by scrutinising quarterly performance reports from each of the individual programme board. Individual programme boards will meet more frequently, as required.

- 4.4 The Transformation Delivery Board will also be responsible for identifying and managing obstacles to progress and any interdependencies between the programmes.
- 4.5 Cabinet / CMT will review progress against the plan quarterly and will agree any additions to it over time, including those that may be initiated as part of future budget rounds. A formal progress report will be provided to Cabinet annually.

## **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 takes into account other key issues and priorities, such as poverty and social exclusion, community cohesion, carers, the United Nations Convention on the Rights of the Child (UNCRC) and Welsh language.
- 5.4 A full IIA has been completed and is attached at Annex 5. Overall, the IIA demonstrates that the Corporate Transformation Plan will have a positive impact on people and communities, transforming services and ways of working to deliver the council's vision for 2028 with twelve key transformation programmes. In addition to the full IIA each

project/system/service touched on within each programme will have an independent IIA completed as part of the development process recognising the impact on people and/or communities.

## 6. Financial Implications

6.1 Implementation of the transformation plan will lead to significant changes to services and ways of working, helping the council achieve its vision sustainably. At this point the programmes have identified potential savings of around £6.5 million per annum between now and 2026-27 (see table below), with further savings expected to be identified as the programmes are developed.

<b>Transformation Programme</b>	<b>Current forecast of potential recurrent savings between 2023-24 and 2026-27 (£000)</b>
Transforming Adult Services	3,450 <sup>4</sup>
Child & Family Services Transformation	200
Transforming Additional Learning Needs	725
Future Community Hub Model	580
Net Zero Programme	110
Future Waste Strategy	600 <sup>5</sup>
Workforce & OD Transformation	190
Digital Transformation Programme	560
<b>Total</b>	<b>6,415</b>

6.2 The bulk of costs associated with implementing the programmes are expected to be met from within existing budgets, including the capital programme. At this point there are three exceptions to this. Firstly, as Cabinet was advised in December 2022, the Net Zero Programme requires capital investment in excess of £150 million which will be entirely dependent on Welsh Government funding that has yet to be secured. Secondly, the Workforce and Organisation Development Programme, which is the subject of a separate report on Cabinet's agenda on 20 April, will require £391,000 in its first two years. Finally, the Digital Transformation Programme (also the subject of a separate report on Cabinet's agenda on 20 April) will require £2.042 million investment in the first two years to deliver key digital projects across the whole organisation.

6.3 Subject to Cabinet approving the digital and workforce reports on this agenda, £2.433 million from the council's Restructure Reserve will be set aside to support the delivery of these two programmes. The Transformation Delivery Board will keep the programmes under review and may recommend to Cabinet / CMT that these funds, including any underspends are reallocated to other programmes according to need

<sup>4</sup> Prevention and early intervention savings to be split across Adults and Child and Family Services

<sup>5</sup> Savings forecast to be £300,000-£600,000 dependent on future model

within the plan to meet specific unfunded activities (e.g., external consultancy advice).

- 6.4 It is expected that further investment will be required from 2026-27 to take forward further projects within these two programmes, and there may be additional requirements for other programmes that have not yet been identified. Given the council's financial position, and lack of certainty over future years' budgets, funding requirements for future years will be subject to consideration during future budget planning rounds.

## **7. Legal Implications**

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

**Background Papers:** None

### **Appendices:**

Appendix 1: Programme descriptions

Appendix 2: High Level Plan

Appendix 3: Corporate Transformation Plan Governance

Appendix 4: Transformation Delivery Board Terms of Reference

Appendix 5: Full IIA

**Successful and Sustainable Swansea  
Corporate Transformation Plan  
2023-28  
Programme Descriptions**

## Transforming Adult Services

<b>Cabinet Member</b>	Cllr Louise Gibbard, Cabinet Member Care Services
<b>Director</b>	Dave Howes
<b>Head of Service</b>	Amy Hawkins / Helen St John
<b>Description</b>	<p>Transforming Adult Services will centre on the delivery of key strategic change programmes working across the Service, Directorate and Regional Partnership under the themes of:</p> <ul style="list-style-type: none"> <li>• Prevention and early help</li> <li>• Enabling and promoting independence</li> <li>• Demand management</li> </ul>
<b>Intended outcomes</b>	<p><b>Prevention &amp; Early Help:</b></p> <ul style="list-style-type: none"> <li>• A model of delivery for universal and low level interventions which can be accessed easily by both our community and internal services</li> <li>• More people are enabled to live independently for longer in their communities reducing recourse to managed care</li> <li>• Growth and support of community assets</li> </ul> <p><b>Enabling and Promoting Independence:</b></p> <ul style="list-style-type: none"> <li>• Services/interventions which demonstrate an increased number of people living independently within their own home and communities</li> <li>• Services/interventions which successfully enhance our early help offer and offer viable routes to 'step down' from managed care intervention</li> </ul> <p><b>Demand Management:</b></p> <ul style="list-style-type: none"> <li>• The right support at the right time</li> <li>• Maximisation of all available resources to increase capacity</li> <li>• Remodelling of services to meet the identified needs of our community</li> <li>• Rebalance of domiciliary care to maximise capacity across the sector</li> </ul>
<b>Outputs / Benefits</b>	<p><b>Prevention &amp; Early Help (developing new models):</b> New models of delivery to enhance the Adult Services 'offer' around prevention and early help including a multi-agency early help operational model and improved access to information, advice, and assistance/self-serve options</p> <p><b>Enabling &amp; Promoting Independence (enhancing interventions):</b> Developing new and enhancing existing interventions which enable successful pathways to access early help and prevent recourse to managed care, including Home First Regional programme and Swansea pathway optimisation; and Assistive Technology strategy implementation and growth of telecare/telehealth options</p>

	<p><b>Demand Management (modifying current systems):</b> Reviewing and improving our systems, processes and models of delivery across specific service areas which meet and support the timely delivery of identified care needs to maximise capacity:</p> <ul style="list-style-type: none"> <li>• Implementation of internal Residential Care provision model of delivery</li> <li>• Internal and externally commissioned Domiciliary care capacity review and remodel</li> <li>• Implementation of a Social Work resource structure which reflects our vision for the service and the best possible outcomes for those we work alongside</li> </ul>
<p><b>Current forecast of possible recurrent savings by 2026-27</b></p>	<p>£3.5 million per annum (savings attributable across both Adults and Child and Family Services)</p>
<p><b>Project Governance Arrangements</b></p>	<ul style="list-style-type: none"> <li>• Adult Services SMT Continuous Improvement Programme Board</li> <li>• Individual Project Boards – Local &amp; Regional (various)</li> <li>• Operational Sub Groups (various)</li> <li>• Corporate Risk Register</li> </ul>

## Child and Family Services Transformation

<b>Cabinet Member</b>	Cllr Louise Gibbard
<b>Director</b>	Dave Howes
<b>Head of Service</b>	Julie Davies
<b>Description</b>	<p>An improvement programme focused on prevention, early intervention and enablement to deliver better support for people, making best use of the resources available supported by our highly skilled and valued workforce.</p> <p><b>Our Improvement Aspirations</b></p> <ul style="list-style-type: none"> <li>• Enable workers to spend more time with families</li> <li>• Reduce the burden of paperwork and processes</li> <li>• Focus on 'what matters' and the voice of the child and young people at every level of the service</li> <li>• Create a shift in leadership thinking and behaviour across the workforce</li> <li>• Have a greater sense of shared purpose and identity across the service</li> <li>• A workforce who feel empowered and trusted in their roles</li> <li>• Measures are meaningful, demonstrate how and where we are making a difference, and helps shapes practice to improve outcomes.</li> </ul>
<b>Intended outcomes</b>	<ul style="list-style-type: none"> <li>• Leaders within the service understand the systems they are driving and will trust their staff to do the right thing for the right people at the right time</li> <li>• Leaders challenge their own ideas and helping each other understand assumptions and the impact they have on realising our ambition as a service</li> <li>• Staff work in a system that both supports and empowers them to do what is best for the people they work with</li> <li>• Staff are able to undertake their role in an efficient and effective manner whilst enabling to meet their own wellbeing goals</li> <li>• The service is able to use the voice of the child and young people in service review and re-design activity as well as corporate parenting activity</li> <li>• Staff across all levels share learning and good practice, promoting innovative, creative, practice through our own learning, reflection, research, practice reviews and what children, young people and families tell us works for them</li> <li>• Our senior leaders are able to challenge Welsh Government to reduce the bureaucracy and processes associated with the grants they award and to trust local areas to spend the funding on what matters to children, young people and families</li> <li>• The service focuses on lived experience of our children, young people and families</li> <li>• Our culture is one of continual learning and development</li> </ul>



<p><b>Outputs / benefits</b></p>	<p><b>Prevention and Early Intervention</b></p> <ul style="list-style-type: none"> <li>• Embed and consistently use the signs of wellbeing framework across the early help hubs.</li> <li>• Review and implement at pace our early help hub model.</li> <li>• Support and lead on regional and local work around emotional health and well-being.</li> <li>• Fully embed the continuum of need, indicators of support document.</li> <li>• Embed our approach to contextual safeguarding.</li> <li>• Support family short breaks and respite through creative use of premises and the workforce.</li> <li>• Proactive use of short breaks foster carers to prevent children entering care.</li> <li>• Where appropriate assess and support children with disabilities and their families within the early help arrangements.</li> </ul> <p><b>Placement Sufficiency</b></p> <ul style="list-style-type: none"> <li>• Target recruitment of foster carers (adolescents, parent and child) and create a therapeutic hub in the fostering team to support the retention of foster carers.</li> <li>• Create a new regional model of care for complex young people (including step down from and preventing the need for secure accommodation) through the Regional Partnership Board.</li> <li>• Explore the setting up of new provision with providers who are confident they can work with the Welsh Government expectations, so that children and young people are able to remain living in Swansea.</li> <li>• Expand the local and regional supported accommodation for young people aged 16+ (including unaccompanied asylum seeking children) with existing local and new providers.</li> <li>• Grow at pace the in-house residential provision with the aim of having 4 homes. One existing home (Ty Nant), the purchase of two properties to convert to children’s homes (one was acquired earlier in 2022) and repurpose a former Council home as emergency provision</li> </ul> <p><b>Workforce</b></p> <ul style="list-style-type: none"> <li>• Maintain a consistent focus on staff morale through engagement and wellbeing work</li> <li>• Accelerate the pace of implementing our partner engagement and communications plan</li> <li>• Develop and implement a recruitment and retention strategy.</li> <li>• Review and revise the induction plan for workers and managers.</li> <li>• Develop coaching and mentoring approaches for leaders and managers.</li> </ul>

	<ul style="list-style-type: none"> <li>• Enable and develop workforce thinking to be driven by the voice of the child/young person not by processes and systems.</li> <li>• Review the supervision policy, ensuring it supports an approach to personal supervision that consistently evidences reflective conversations.</li> <li>• Develop a culture based on trust, empowerment and accountability across the workforce and with our children, young people and families.</li> <li>• Develop a service-wide progression pathway from apprenticeship through to Head of Service/Director</li> <li>• Develop a dynamic training plan that supports all workers in better identifying barriers/risks to accessing provision due to disability or ethnicity.</li> </ul>
<b>Current forecast of possible recurrent savings by 2026-27</b>	£200,000 per annum
<b>Project Governance Arrangements</b>	<ul style="list-style-type: none"> <li>• Child and Family Services Improvement Board (monthly)</li> <li>• Monthly Workforce Principal Officers Group</li> <li>• Monthly Improvement Principal Officers Group</li> <li>• Corporate Risk Register</li> </ul>

## Transforming Additional Learning Needs

<b>Cabinet Member</b>	Cllr Robert Smith, Cabinet Member Education and Lifelong Learning
<b>Director</b>	Helen Morgan-Rees
<b>Head of Service</b>	Kate Phillips
<b>Programme Description</b>	<p>Programme will:</p> <ul style="list-style-type: none"> <li>• deliver ALNET Strategy 2022-2027, which builds upon and embeds the transformational work outlined in the ALN Implementation Plan 2019-2022.</li> <li>• Transform provision to support sufficient specialist places by undertaking a wholesale review and delivering a specialist provision offer to meet the needs of learners in Swansea.</li> </ul>
<b>Intended outcomes</b>	<ul style="list-style-type: none"> <li>• All learners with ALN are supported to overcome barriers to learning and achieve their full potential</li> <li>• Improved planning and delivery of support for learners from 0 to 25 with ALN, placing learners' needs, views, wishes and feelings at the heart of the process</li> <li>• Early identification of needs early and putting in place timely and effective interventions which are monitored and adapted to ensure they deliver the desired outcomes.</li> <li>• All schools in Swansea are fully inclusive using whole school approaches e.g. ASD friendly, early and embedded speech, language, communication strategies</li> <li>• Locally available, flexible additional, specialist provision adaptable to the needs of the children in a timely manner</li> <li>• Improved capacity of schools, place inclusion facilities strategically across the city and a culture of clusters working together</li> <li>• An equitable offer to children attending Welsh Medium provision to better support ALN through the medium of Welsh.</li> </ul>
<b>Outputs / Benefits</b>	<p><b>Key Outputs</b></p> <p>Delivery of the four strategic key priorities (Schools, Post-16, Collaboration, Early Years) of the ALNET Strategy 2022-2027, which embeds and builds upon the transformational work delivered to realise the ALNET Aims of:</p> <ul style="list-style-type: none"> <li>• A unified legislative framework to support all children of compulsory school age or below with additional learning needs (ALN) and to support young people with ALN who are in school or Further Education (FE)</li> <li>• An integrated, collaborative process of multiagency assessment, planning and monitoring which facilitates early, timely and effective interventions</li> <li>• A fair and transparent system for providing information and advice, and for resolving concerns and appeals.</li> <li>• Complete a wholesale review of specialist places</li> <li>• Reset and rebalance the specialist provision offer</li> </ul>

	<ul style="list-style-type: none"> <li>• Increase specialist capacity and resilience across the County</li> <li>• Ensure the right number of places are in the right place, increasing numbers if needed</li> <li>• Provide a local offer to enhance wellbeing</li> <li>• Make an equitable offer to all</li> <li>• Retain Profound and Multiple Learning Difficulty provision</li> </ul>
<b>Current forecast of possible recurrent savings by 2026-27</b>	£700,000 + per annum
<b>Project Governance Arrangements</b>	<ul style="list-style-type: none"> <li>• ALN Strategic Board</li> <li>• Education Strategic Leads Board (SLB)</li> <li>• ALNIT Managers – ALN Strategy Project Progress Reviews</li> <li>• STF Change Team</li> <li>• Development Clusters / Delivery Working Groups / ALNIT Managers</li> <li>• Corporate Risk Register (Pupil Attainment &amp; Achievement)</li> </ul>

- Safeguarding

## Right Schools in Right Places

<b>Cabinet Member</b>	Cllr Robert Smith, Cabinet Member Education and Lifelong Learning
<b>Director</b>	Helen Morgan-Rees
<b>Head of Service</b>	Kelly Small
<b>Description</b>	<p>In alignment with the Sustainable Communities for Learning Programme and School Organisation Code (2018), made under Sections 38 and 39 of the School Standards and Organisation (Wales) Act 2013.</p> <p>Our school stock should align with our pupil cohort and demand (for English-medium, Welsh-medium, faith education and additional learning needs), to ensure value for money and equality of provision.</p> <p>A review of all schools is needed to identify if we have the right number of schools in the right place to meet current and future demand, and if the condition and suitability of our buildings and school sites supports a quality education offer.</p>
<b>Desired outcomes</b>	<p>A sustainable number of schools with the right number of school places to meet current and future demand.</p> <p>School budgets can focus on educational outcomes instead of reactive building maintenance and utility costs.</p>
<b>Outputs / Benefits</b>	<ul style="list-style-type: none"> <li>• A school estate in line with the desired outcomes</li> <li>• More energy-efficient school buildings resulting in lower carbon emissions and lower energy costs in comparison to not improving the buildings</li> <li>• A potential to realise savings/receipts linked to school maintenance and capital considerations.</li> </ul> <p>An improved schools' estate will allow Education resources to be better directed towards learning instead of maintenance.</p>
<b>Current forecast of possible recurrent savings by 2026-27</b>	None yet identified
<b>Project Governance Arrangements</b>	<ul style="list-style-type: none"> <li>• Education Strategic Leads Board (SLB)</li> <li>• Quality Education Delivery Group</li> <li>• Quality Education Operation Group</li> <li>• School Organisation Team Meetings</li> <li>• Corporate Risk Register (Pupil Attainment &amp; Achievement)</li> </ul>

## Regeneration Programme

<b>Cabinet Member</b>	Cllr Robert Francis-Davies, Cabinet Member Investment, Regeneration and Tourism
<b>Director</b>	Mark Wade
<b>Head of Service</b>	Phil Holmes
<b>Description</b>	<p>Delivering the Council's capital investment programme in regeneration and development projects within the City Centre, waterfront locations, and strategic employment sites. The programme is aimed at realising the Council's strategic regeneration objectives and is delivered in partnership with government and private sector partners.</p> <p>The programme governance consists of reporting via the Regeneration Programme Board and Member Steering Group on a monthly basis.</p>
<b>Intended outcomes</b>	<ul style="list-style-type: none"> <li>▪ Commercial floorspace and residential units created</li> <li>▪ New jobs created and jobs safeguarded.</li> <li>▪ New business start-ups</li> <li>▪ Private sector investment leveraged</li> <li>▪ Gross Value Added</li> <li>▪ Targeted recruitment &amp; training opportunities</li> <li>▪ Local sourcing and supply chain</li> <li>▪ New Infrastructure</li> <li>▪ Visitor spend</li> <li>▪ Improved profile of the city as a place to work, invest, live, study and visit</li> </ul>
<b>Outputs / Benefits</b>	Mixed use regeneration creating vibrancy and vitality in City Centre and Waterfront locations, supporting the sustainability of businesses and communities.
<b>Current forecast of possible recurrent savings by 2026-27</b>	None identified. Whilst there is no direct saving linked to the programme, it will lever significant grant sources and private sector investment which will help to stimulate economic growth and spend with multiplier induced effects and local sourcing.
<b>Project Governance Arrangements</b>	<ul style="list-style-type: none"> <li>• Regeneration Steering Group (Cabinet Members, Director, lead officers)</li> <li>• Regeneration Programme Board (Director/Head of Service and key officers)</li> <li>• Corporate Risk Register (Local Economy and Infrastructure)</li> </ul>

<b>More Homes Programme</b>	
<b>Cabinet Member</b>	Cllr Andrea Lewis, Joint Deputy Leader (Service Transformation)
<b>Director</b>	Mark Wade
<b>Head of Service</b>	Carol Morgan
<b>Description</b>	Programme will deliver 1000 affordable homes over a ten year period
<b>Intended outcomes</b>	Increased supply of affordable housing will assist in addressing the shortage of affordable housing and the increase in homelessness. It will also contribute to the regeneration of areas, and stimulating economic growth, addressing issues such as poverty, inequality, jobs and skills which directly contributes to the council's obligations to act in a sustainable way pursuant to the WFGA and net zero carbon targets.
<b>Outputs / Benefits</b>	<p>Ambition to deliver 1000 affordable homes over 10 year period.</p> <p>Delivery will be aided through partnerships, which will increase capacity and pace in the programme.</p> <p>A 4 year programme has been approved up to 2026/27 to enable the acquisition and construction of around 340 council homes.</p>
<b>Current forecast of possible recurrent savings by 2026-27</b>	None identified
<b>Project Governance Arrangements</b>	<ul style="list-style-type: none"> <li>▪ Monthly More Homes Monitoring meeting on scheme progress and spend</li> <li>▪ More Homes Corporate Group</li> <li>▪ Joint Housing Programmes Forum</li> <li>▪ Housing Futures Programme Board (attended by HOS and Director)</li> <li>▪ Housing Futures Steering Group (chaired by Cabinet Member)</li> <li>▪ Place Project Tracker</li> <li>▪ Policy Commitment Tracker</li> <li>▪ Corporate Risk Register (Local Economy and Infrastructure)</li> </ul>

## Future Community Hub Model

<b>Cabinet Member</b>	Cllr Elliot King
<b>Director</b>	Mark Wade
<b>Head of Service</b>	Tracey McNulty with input from Geoff Bacon
<b>Description</b>	Revisit previous library and community building reviews and surveys and assess feasibility for the larger sites to designate as satellites for the city centre Community Hub. Requires a roll out of services and business processes from the city centre Hub where they can be accommodated and a rationalisation of ancillary services in smaller facilities.
<b>Intended outcomes</b>	Realisation of the 'services in the community' ambition and reduced costs for the building portfolio borne by the Library service alone.
<b>Outputs / Benefits</b>	Affordable 'estate' and stronger partnerships and cross working between the customer facing services including social services and corporate services, with the provision of learning and library functions alongside general engagement, information, advice and guidance for communities.
<b>Current forecast of possible recurrent savings by 2026-27</b>	£580,000 per annum
<b>Project Governance Arrangements</b>	Climate Change & Nature Recovery Steering Group (Cabinet Members, Director, lead officers) Climate Change & Nature Recovery Programme Board (Director/Head of Service and key officers)



<b>Enabling Communities Programme</b>	
<b>Cabinet Member</b>	Cllrs Hayley Gwilliam & Cyril Anderson, Cabinet Members for Community and Alison Pugh, Cabinet Member Well-being
<b>Director</b>	David Howes
<b>Head of Service</b>	Amy Hawkins
<b>Description</b>	<p>This programme contributes to the Transformation Programme goal to build inclusive, resilient, and cohesive communities by working with partners and the public to maximise use of combined resources. By achieving this goal, we can deliver better outcomes for the people and communities of Swansea as well as more effective service delivery and better partnership working.</p> <p>There are four priority projects:</p> <ul style="list-style-type: none"> <li>• Increasing resilient communities</li> <li>• Working with Communities to respond to crises and opportunities</li> <li>• Embedding co-production approaches across the Council</li> <li>• Corporate Volunteering</li> </ul>
<b>Intended outcomes</b>	<p>To support the growth of assets in communities to increase their resilience and enable them to become more self-reliant.</p> <p>Improved community capacity, ability and agility to respond to crises and opportunities.</p> <p>To implement co-production principles and approaches across the Council.</p> <p>To ensure high standards are maintained consistently in relation to the management of volunteers within Swansea Council and recognising the importance of volunteers to Swansea Council.</p>
<b>Outputs / Benefits</b>	<ul style="list-style-type: none"> <li>• Improved happiness &amp; satisfaction of residents.</li> <li>• Improved connectivity between people in communities.</li> <li>• Increased use of assets / Increased support for people within communities.</li> <li>• Increased awareness of available services within communities.</li> <li>• Increased self-reliance of communities.</li> <li>• Faster response to crises and opportunities.</li> <li>• Better engagement with local people.</li> <li>• More effective use of resources in response to crises and opportunities.</li> <li>• Identifying and supporting community-led responses.</li> <li>• Mapping of Community Initiatives identifying alignment and collaboration opportunities.</li> <li>• Better decision-making processes through co-production.</li> <li>• Increased engagement and buy-in from people and communities.</li> <li>• Consistent co-production approaches applied across multiple services.</li> <li>• Recognised co-production best practice standards applied.</li> <li>• Recognising volunteers as an integral part of Swansea Council.</li> </ul>

	<ul style="list-style-type: none"> <li>• Ensuring volunteer contributions support our mission and strategic aims.</li> <li>• Ensuring volunteer roles complement the roles of paid staff.</li> <li>• Supporting volunteer involvement that benefits the Council, our services, the community at large and the volunteers themselves.</li> </ul>
<b>Current forecast of possible recurrent savings by 2026-27</b>	None identified. This programme has no specific MTFP savings associated with it as it is about capacity and capability building rather than savings delivery
<b>Project Governance Arrangements</b>	<ul style="list-style-type: none"> <li>• The Enabling Communities Network Group (a cross directorate group)</li> <li>• Projects are aligned to the Tackling Poverty and Enabling Communities steps in the Corporate</li> <li>• The project language and actions are consistent with the Wales Audit report on 'Community Resilience and Self-reliance' and the associated actions have to be reported to the Audit Committee.</li> <li>• Corporate Risk Register (Impact of poverty/Cost of living crisis/Social cohesion)</li> </ul>

## Net Zero 2030 Programme

<b>Cabinet Member</b>	Cllr Andrea Lewis, Joint Deputy Leader (Service Transformation)												
<b>Director</b>	Mark Wade												
<b>Head of Service</b>	Geoff Bacon												
<b>Description</b>	A focused delivery plan, made up of 30 key transformative actions, to support the ambition for Swansea Council to be a net zero business by 2030.												
<b>Intended outcomes</b>	<ul style="list-style-type: none"> <li>To support the wider Welsh Government ambition of a Net Zero Wales by 2050.</li> <li>To reduce emissions and respective carbon footprint.</li> <li>To improve well-being.</li> <li>To reduce dependency on national energy by becoming more self-sufficient.</li> </ul>												
<b>Outputs / Benefits</b>	<p>To deliver 30 actions by 2030, including 3 specific policy commitments (In RED)</p> <p style="text-align: center;"><b>Swansea Council Net Zero – 30 Actions by 2030</b></p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="background-color: #d9ead3;">Buildings &amp; Energy</th> <th style="background-color: #d9ead3;">Fleet &amp; Mobile Equipment</th> <th style="background-color: #d9ead3;">Land Use</th> </tr> </thead> <tbody> <tr> <td style="background-color: #d9ead3;"> <ul style="list-style-type: none"> <li>Decarbonise our public estate by reviewing our asset management strategy.</li> <li>Reduce the energy consumed across the council's buildings and estate.</li> <li>Encourage employee behaviour change through training and process improvement</li> <li><b>Decarbonise street lighting with more LED's</b></li> <li>Ensure all new buildings are constructed to the highest possible sustainability standards.</li> </ul> </td> <td style="background-color: #d9ead3;"> <ul style="list-style-type: none"> <li><b>Transition the Council's fleet to zero emission equivalents in accordance with the Welsh Government's expectation of light commercial vehicles by 2025 and other vehicles by 2030</b></li> <li>Establish a fleet vehicle charge point infrastructure that supports this transition</li> <li>Optimise fleet vehicle use and efficiency</li> <li>Establish integrated data systems for GHG measurement</li> <li>Revise and approve the appropriate supporting policies, procedures and working practices</li> <li>Decarbonise Grey Fleet travel</li> <li>Decarbonise mobile plant equipment</li> </ul> </td> <td style="background-color: #d9ead3;"> <ul style="list-style-type: none"> <li>LDP policy reviewed land soils and habitat carbon</li> <li>Increase terrestrial C Area GI to 26%</li> <li>Tree planting areas county wide <b>1000s planted</b></li> <li>30% of protected sites nature reserves, etc positive management biodiversity</li> </ul> </td> </tr> <tr> <th style="background-color: #f4cccc;">Waste</th> <th style="background-color: #f4cccc;">New Ways of Working</th> <th style="background-color: #f4cccc;">Supply Chain</th> </tr> <tr> <td style="background-color: #f4cccc;"> <ul style="list-style-type: none"> <li>Encourage circular economy values within Swansea Council – to minimise and prevent - 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<b>Current forecast of possible recurrent savings by 2026-27</b>	<p>£110,000 per annum</p> <p>Programme is expected to generate further efficiency savings, and these will be captured as the programme is progressed.</p>												
<b>Project Governance Arrangements</b>	<ul style="list-style-type: none"> <li>Change &amp; Nature Recovery Steering Group (Cabinet Members, Director, lead officers)</li> <li>Climate Change &amp; Nature Recovery Programme Board (Director/Head of Service and key officers)</li> <li>Corporate Risk Register (Net Zero Target)</li> </ul>												

## Future Waste Strategy

<b>Cabinet Member</b>	Cllrs Hayley Gwilliam & Cyril Anderson, Cabinet Members for Community
<b>Director</b>	Mark Wade
<b>Head of Service</b>	Chris Howell
<b>Description</b>	<p>Review existing waste collection methodology and strategy through modelling and comparing predicted outputs of various options.</p> <p>Consider required support eg Operations (sorting, bulking, storage etc.), promotion, enforcement, etc. for preferred collection option.</p>
<b>Intended outcomes</b>	Comparison of predicted outputs of various options to determine preferred collection methodology going forward, and all support operations required. Also potential for WG funding for implementation for different options will be key.
<b>Outputs / Benefits</b>	<p>Achieving optimum balance of cost and recycling performance, whilst taking into account other factors including carbon impact, ease/risk of operational change, change/complexity for residents etc.</p> <p>Note: Swansea is predicted to achieve the highest WG recycling target of 70%, this year (2 years early) so, at the moment, there is no future target set as a minimum level needed, over and above the aspirational WG Policy to achieve 100% recycling by 2050.</p>
<b>Current forecast of possible recurrent savings by 2026-27</b>	£300,000 - £600,000 per annum depending on model
<b>Project Governance Arrangements</b>	<ul style="list-style-type: none"> <li>• Climate Change and Nature Recovery Steering Group</li> <li>• Climate Change and Nature Recovery Programme Board</li> </ul>

<b>Workforce and OD Transformation</b>	
<b>Cabinet Member</b>	Cllr David Hopkins, Joint Deputy Leader (Corporate Service and Performance)
<b>Director</b>	Ness Young
<b>Head of Service</b>	Rachael Davies
<b>Description</b>	HR & OD Transformation
<b>Intended outcomes</b>	<p>Transformation commitments in the Workforce Strategy 2022-2027 are achieved across the four key themes.</p> <p>To effectively support the Council to deliver change priorities, completion of HR&amp;OD service redesign will be required including both internal operating model and the organisational offer provided by the service.</p> <p>Workforce and OD transformation will be visible in the way we work – evolving systems to maximise functionality, enhancing efficiency of process and progressive people management approaches to encourage cultural change will all contribute to the promotion of transformation for improved performance.</p>
<b>Outputs / Benefits</b>	<p>Delivering the Workforce Strategy will enable the Council to evidence its commitment to being an employer of choice, improving attraction and retention rates whilst creating a workforce fit for the future with appropriate skills and development opportunity to provide high quality services to communities.</p> <p>A reshaped HR&amp;OD service offer will provide focussed, proactive professional support across the four key themes of the Workforce Strategy and seek to reduce transactional processes from the operation.</p> <p>Investing in progressive approaches towards people management and maximising the opportunity provided by systems development will increase the likelihood of future efficiency savings.</p>
<b>Current forecast of possible recurrent savings by 2026-27</b>	£190,000 per annum
<b>Project Governance Arrangements</b>	<ul style="list-style-type: none"> <li>• Workforce and OD Transformation Programme Board (Cabinet Member (Chair), Director, Head of Service, and service representatives)</li> <li>• Corporate Risk Register (Workforce recruitment and retention / Mandatory training)</li> </ul>

<b>Digital Transformation Programme</b>	
<b>Cabinet Member</b>	Cllr Andrea Lewis, Joint Deputy Leader (Service Transformation)
<b>Director</b>	Ness Young
<b>Head of Service</b>	Sarah Lackenby
<b>Description</b>	A programme of digital projects which will deliver the council's digital strategy and support transformation of council services.
<b>Intended outcomes</b>	<ul style="list-style-type: none"> <li>▪ Customers have a consistently positive experience when accessing council services and ideally would be involved in their design</li> <li>▪ Citizens are supported to develop digital skills that can enhance their lives</li> <li>▪ Wherever possible council processes are digital from end-to-end</li> <li>▪ Digital services are designed and delivered around people's needs</li> <li>▪ Digital infrastructure and systems are safe, efficient and support the achievement of the council's priorities</li> <li>▪ Evidence that decision-making and performance has been improved through improved business intelligence</li> <li>▪ The Council has the capacity and capability it needs to deliver the digital strategy</li> <li>▪ Swansea is a Smart city with digital infrastructure that supports the local economy</li> </ul>
<b>Outputs / Benefits</b>	<ul style="list-style-type: none"> <li>▪ The Council has clear and published customer service standards in one place for residents</li> <li>▪ There is a reduction in the volume of justified complaints to the Council (stage 1 and stage 2)</li> <li>▪ The number of automated processes (end to end) increases</li> <li>▪ More payments are completed by residents online</li> <li>▪ Residents are able to benefit from using a secure single Swansea Account</li> <li>▪ The transformation programme delivers innovation projects that significantly change ways of working and drive improvement</li> <li>▪ Communities can benefit from the use of open data by the Council to help with local decision-making at Ward level</li> <li>▪ An increase in digital skills means employment and other learning opportunities increase</li> <li>▪ Swansea benefits from becoming a Smart City by increasing operational efficiency</li> <li>▪ The Council designs services around our service users wherever possible</li> </ul>
<b>Current forecast of possible recurrent savings by 2026-27</b>	<p>£550,000 + per annum</p> <p>Programme is expected to generate further efficiency savings, but these will be quantified as individual projects are developed and the programme is progressed</p>

<b>Project Governance Arrangements</b>	<ul style="list-style-type: none"><li>• Digital Transformation Board (Cabinet Member (Chair), Director, Head of Service, and service representatives)</li><li>• Individual project boards</li><li>• Corporate Risk Register (Cyber, data and digital security)</li></ul>
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Cabinet

Cabinet / CMT  
Chair: Leader

Transformation Delivery Board  
Chair: Cabinet Member Service Transformation

Safeguarding people from harm	Improving Education and Skills	Transforming our Economy and Infrastructure	Tackling Poverty and Enabling Communities	Delivering on Nature Recovery and Climate Change	Transformation & Financial Resilience
 <p><b>Transforming Adult Services</b></p> <p>Cllr Louise Gibbard, Cabinet Member Care Services</p> <p>Davis Howes, Director of Social Services</p> <p>Amy Hawkins, Head of Adult Services</p>	 <p><b>Transforming Additional Learning Needs</b></p> <p>Cllr Robert Smith, Cabinet Member Education and Lifelong Learning</p> <p>Helen Morgan Rees, Director of Education</p> <p>Kate Phillips, Head of Vulnerable Learners</p>	 <p><b>Regeneration Programme</b></p> <p>Cllr Robert Francis-Davies, Cabinet Member Investment Regeneration &amp; Tourism</p> <p>Mark Wade, Director of Place</p> <p>Phil Holmes, Head of Planning and City Regeneration</p>	 <p><b>Future Community Hub Model</b></p> <p>Cllr Elliot King, Cabinet Member Culture and Equalities</p> <p>Mark Wade, Director of Place</p> <p>Tracey McNulty, Head of Cultural Services / Geoff Bacon, Head of Property Services</p>	 <p><b>Net Zero Programme</b></p> <p>Cllr Andrea Lewis, Joint Deputy Leader (Service Transformation)</p> <p>Mark Wade, Director of Place</p> <p>Geoff Bacon, Head of Property Services</p>	 <p><b>Digital Transformation Programme</b></p> <p>Cllr Andrea Lewis, Joint Deputy Leader (Service Transformation)</p> <p>Ness Young, Interim Director of Corporate Services</p> <p>Sarah Lackenby, Head of Digital Services</p>
 <p><b>Child and Family Services Transformation</b></p> <p>Cllr Louise Gibbard, Cabinet Member Care Services</p> <p>David Howes, Director of Social Services</p> <p>Julie Davies, Head of Child and Family Services</p>	 <p><b>Right Schools in Right Places</b></p> <p>Cllr Robert Smith, Cabinet Member Education and Lifelong Learning</p> <p>Helen Morgan Rees, Director of Education</p> <p>Kelly Small Head of Education Resource and Planning for Right Schools Right Places</p>	 <p><b>More Homes Programme</b></p> <p>Cllr Andrea Lewis, Joint Deputy Leader (Service Transformation)</p> <p>Mark Wade, Director of Place</p> <p>Carol Morgan, Head of Housing and Public Health</p>	 <p><b>Enabling Communities Programme</b></p> <p>Cllrs Hayley Gwilliam &amp; Cyril Anderson, Cabinet Members for Community &amp; Cllr Alison Pugh, Cabinet Member Well-being</p> <p>David Howes, Director of Social Services</p> <p>Amy Hawkins, Head of Adult Services</p>	 <p><b>Future Waste Strategy</b></p> <p>Cllrs Hayley Gwilliam &amp; Cyril Anderson, Cabinet Members for Community</p> <p>Mark Wade, Director of Place</p> <p>Chris Howell, Head of Waste Parks and Cleansing</p>	 <p><b>Workforce and Organisational Development Transformation</b></p> <p>Cllr David Hopkins, Joint Deputy Leader</p> <p>Ness Young, Interim Director of Corporate Services</p> <p>Rachael Davies, Head of HR&amp;OD</p>
<b>Safeguarding People &amp; Tackling Poverty CDC</b>	<b>Education &amp; Skills CDC</b>	<b>Economy and Infrastructure CDC</b>	<b>Safeguarding People &amp; Tackling Poverty CDC</b>	<b>Climate Change CDC</b>	<b>Organisational Transformation CDC</b>



**Successful and Sustainable Swansea Transformation Plan 2023-28**

Programme	Key Activities	Quarter 1 2023-24	Quarter 2 2023-24	Quarter 3 2023-24	Quarter 4 2023-24	2024-28	
<b>Transforming Adult Services</b>	Prevention and Early Help Pilot Test and Review	[Progress bar]					
	Enabling & Promoting Independence S33 Service and Financial Agreement	[Progress bar]					
	Long Term Adults Transformation Strategy finalised	[Progress bar]					
	Enabling & Promoting Independence Invest to save proposal finalised			[Progress bar]			
	Demand Management Implementation of service model & ongoing review	[Progress bar]					
	Externally commissioned domiciliary care framework refreshed (timing tbc)				[Progress bar]		
	Domiciliary Care preferred option identified					[Progress bar]	
	Domiciliary Care preferred option implemented					[Progress bar]	
	2024-28 programme priorities and milestones agreed and delivered			[Progress bar]			
<b>Child and Family Services Transformation</b>	Priorities agreed in line with Welsh Government funding	[Progress bar]					
	Priority Phase 1 started and some projects delivered (staff recruited appropriately)	[Progress bar]					
	Priority Phase 2 started and some projects delivered		[Progress bar]				
	Priority Phase 2 completed and future programme priorities discussed			[Progress bar]			
	2024-28 programme priorities and milestones agreed and delivered				[Progress bar]		
<b>Transforming Additional Learning Needs</b>	Deliver 2023-24 ALN Programme Action Plan and report progress to TDB quarterly	[Progress bar]					
	Review, agree & deliver 2024-27 ALN Programme priorities & milestones				[Progress bar]		
	Deliver Specialist Provision 2023-24 Action Plan and report progress to TDB quarterly	[Progress bar]					
	Review, agree & deliver 2024-27 Specialist Provision Programme priorities & milestones				[Progress bar]		
<b>Right Schools in Right Places</b>	Report to Cabinet on first stage considerations for school organisation	[Progress bar]					
	Detailed options appraisal for potential projects	[Progress bar]					
	Submit Strategic Outline Programme to Welsh Government				[Progress bar]		
	Deliver existing Band B projects	[Progress bar]					
<b>Regeneration Programme</b>	Complete construction works at 71/72 Kingsway	[Progress bar]					
	Commence works at Castle Square				[Progress bar]		
	Complete acquisition of Debenhams	[Progress bar]					
	Commence works at Skyline				[Progress bar]		
	Penderyn Operational		[Progress bar]				
	Tawe Riverside & Hafod Copperworks complete LUF works					[Progress bar]	
	Swansea Central North - secure gap funding				[Progress bar]		
	Palace Theatre - complete refurbishment works						
	Complete conversations of former DHOs and Alexandra Road	[Progress bar]					
	Obtain Planning approval for Brokesby Road Masterplan		[Progress bar]				

<b>More Homes Programme</b>	Obtain planning for Tudno & Emrys Masterplan					
	Appoint development partner for 2 x Milford Sites					
	Complete appropriations of General Fund sites					
	Commence and complete schemes and acquisitions in 4 year capital programme					
<b>Future Community Hub Model</b>	Benchmark public library standards and minimum requirements for Swansea Libraries					
	Initiate consultation on future model					
	Cabinet decision on Hub model					
	Complete Business Process analysis for the City Centre Hub					
	Revise mapping work for accommodation strategy					
	Agree and implement priorities and milestones for 2024-28					
<b>Enabling Communities Programme</b>	Local Area Coordination Guide published					
	Together We Can Community and Self Reliance Action Plan produced & agreed					
	Corporate Coproduction Policy published					
	Corporate co-production tools and techniques produced					
	Corporate Volunteering Policy and data set of hosted volunteers produced					
	2024-28 programme priorities and milestones agreed and delivered					
<b>Net Zero Programme</b>	Appoint phase 2 partner for public buildings retrofit programme					
	Agree progress plan on the Blue Eden project with our development partner					
	Commence the street lighting installation programme					
	Begun to implement our ULEV Transition Strategy 2021-2030, with over 150 ULEV vehicles and fleet charge points					
	Prepare Local Nature Recovery Action Plan and a County Wide GI Strategy					
	2024-28 programme priorities and milestones agreed and delivered					
<b>Future Waste Strategy</b>	Initial Modelling Report					
	Decision on preferred collection methodology – end June 23					
	Vehicles ordered – end July 23					
	Development of Implementation programme					
	New collection methodology and required revisions to sorting/bulking/storage					
<b>Workforce and OD</b>	Secure Cabinet approval of Workforce & OD Transformation Programme business case					
	Implement transforming the HR&OD offer project					
	Commission coaching & mentoring programme					
	Implement first year of coaching and mentoring programme					
	Complete sickness and absence management review					
	Implement irecruitment project					
	2024-28 programme priorities and milestones agreed and delivered					
	Secure Cabinet approval of Digital Transformation Programme business case					

<b>Digital Transformation Programme</b>	Implementation of agreed first tranche of projects, according to timelines in the individual business cases and progress reported on each to TDB quarterly					
	Pipeline of projects reviewed and next tranche of projects agreed for investment and implementation 2025-28					

## Transformation Delivery Board

### Terms of Reference (ToR)

#### 1. Purpose

The Transformation Delivery Board will provide strategic direction and leadership to ensure that between 2022 and 2027 Swansea Council delivers at least the same if not better outcomes for our population and improves our efficiency by making significant changes to the way we work and how our services are designed and delivered. The Transformation Delivery Board sets out to ensure the council:

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

#### 2. Term

This Terms of Reference is effective from December 2022 and continues until March 2027

#### 3. Membership

The Transformation Delivery Board will comprise:

- Deputy Leader (Service Transformation), Cllr Andrea Lewis (Chair)
- Director Education, Helen Morgan-Rees
- Social Services, David Howes
- Director Place, Mark Wade (interim)
- Director Finance, Ben Smith (Section 151)
- Director Corporate Services, Ness Young (interim) (Deputy Chair)
- Monitoring Officer, Tracey Meredith
- Head of Communications and Marketing, Lee Wenham
- Audit Wales, Non Jenkins (Observer)

Additional co-opted members can be added to the membership, if agreed by the Board.

#### 4. Roles and Responsibilities

The Transformation Delivery Board is accountable for:

- Delivery of the council's transformation vision and goals
- Development of the transformation strategy and plan

- Development of transformation related policies, with appropriate engagement with the Organisational Transformation Corporate Development Committee
- Identification of specific projects and programmes to be included in the transformation plan
- Ensuring alignment between the transformation strategy and plan with other council and partnership strategies and plans
- Effective communication and engagement with internal and external stakeholders to ensure transformation strategy and plan is well understood
- Oversight of the development of any business cases for transformation investment
- Oversight of the delivery of all agreed transformation projects and programmes, through highlight reports identifying achievements, risks and issues and mitigations
- Removing obstacles to the transformation strategy's successful delivery

The membership of the Board will commit to:

- attending scheduled Board meetings
- championing the council's transformation strategy and plan
- sharing relevant information with Board members
- taking timely actions that support delivery of the transformation strategy and plan

## **5. Scrutiny and Assurance**

The Transformation Delivery Board will report progress at least three times a year to Cabinet/CMT on the delivery of the transformation vision, strategy, goals and plan. The Board will also present a report annually to Cabinet on progress.

Scrutiny and assurance of the strategy will be provided by the Scrutiny Programme Committee and the Governance and Audit Committee in line with existing council procedures.

## **6. Meetings**

All meetings will be chaired by Cllr Andrea Lewis, Deputy Leader (Service Transformation). A meeting quorum will be the Chair or Deputy Chair plus two additional directors. Decisions will be made by consensus (i.e., members are satisfied with the decision even though it may not be their first choice), but if consensus is not possible, the Board chair will make the final decision.

Secretariat support will be provided by Corporate Management Team Support Staff, including:

- arranging meetings
- preparing and circulating agendas and supporting papers
- preparing and circulating meeting notes and actions

Meetings will be held quarterly for two hours on MS Teams. If required subgroup meetings will be arranged outside of these times at a time convenient to subgroup members.

## **7. Amendment, Modification or Variation**

This Terms of Reference may be amended, varied or modified in writing after consultation and agreement by Board members.

**Approved by the Transformation Delivery Board  
30 November 2022**

Integrated Impact Assessment (IIA) Report

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

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

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

Service Area:

Directorate: Corporate Services

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

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

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

Swansea Council's Corporate Transformation Plan 2023-28. is the next phase in the council's transformation journey. It has been developed under the banner of *Successful and Sustainable Swansea* the council's corporate plan for the next five years.

The council has been transforming since 2015. The *Sustainable Swansea Programme* ran from 2015-20 and the *Achieving Better Together Programme* followed between 2020-22, the latter primarily focused on helping the council respond to and recover from the COVID19 pandemic. The *Successful and Sustainable Swansea Transformation Plan* is structured under the following six corporate priorities contained the council's corporate plan:

- **Safeguarding people from harm** – so that our citizens are free from harm and exploitation.
- **Improving Education and Skills** – so that everyone in Swansea gains the skills and qualifications they need to succeed in life.
- **Transforming our Economy and Infrastructure** – so that Swansea has a thriving mixed use City Centre and a local economy that will support the prosperity of our citizens.
- **Tackling Poverty and Enabling Communities**– so that every person in Swansea can achieve their potential.
- **Delivering on Nature Recovery and Climate Change** – so that we maintain and enhance nature and biodiversity in Swansea, reduce our carbon footprint and tackle climate change.
- **Transformation and Financial Resilience** – so that we and the services that we provide are sustainable and fit for the future.

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

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

The Corporate Transformation Plan will be published on the council’s website.

(d) **It was initially screened for relevance on: 24th October 2022**

(e) **Lead Officer**  
**Name:** Marlyn Dickson  
**Job title:** Strategic Change Programme Manager  
**Date:** 24<sup>th</sup> October 2022

**(e) Approved by Head of Service**  
**Name:** Ness Young  
**Job title:** Interim Director Corporate Services  
**Date:** 24<sup>th</sup> October 2022



## Section 1 - Aims

### What are the aims of the initiative?

The focus of this corporate transformation plan is the achievement of the council's vision:

***In 2028 Swansea is a place that has a thriving mixed use city centre and local economy. It is a place where people can gain the skills and qualifications they need to succeed in life, where everyone can achieve their potential and where communities are resilient and cohesive. Swansea is a place where human rights are respected, and people are safeguarded from harm and exploitation. It is a place where nature and biodiversity are maintained and enhanced, and carbon emissions are falling.***

The diagram below shows the programmes that included in the plan. All have been drawn from the council's corporate plan and encompass many of the steps articulated therein.



The plan contains seven service specific<sup>1</sup> and five cross-cutting<sup>2</sup> programmes, all of which will have a long term impact on service delivery, ways of working and the financial resilience of the council. Even though each of the programmes is free standing, there are important connections and synergies between them and bringing them together into a single plan will help to ensure these are identified, optimised, and managed. The programmes have also been selected as they are expected to have a significant impact on mitigating the following risks which are identified on the council's corporate risk register:

- Safeguarding
- Pupil attainment and achievement
- Impact of poverty
- Cost of living crisis
- Social cohesion
- Local Economy and Infrastructure
- Net Zero 2030 target
- Medium Term Financial Plan delivery
- Workforce recruitment and retention
- Mandatory training
- Cyber, data and digital security

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<sup>1</sup> Transforming Adult Services, Child and Family Services Transformation, Transforming Additional Learning Needs, Right Schools Right Places, Regeneration Programme, More Homes Programme, and the Future Waste Strategy

<sup>2</sup> Future Community Hub Model, Enabling Communities Programme, Net Zero Programme, Digital Transformation Programme and Workforce and OD Transformation Programme

# Who has responsibility?

The diagram below illustrates plan roles and responsibilities:

<b>Scrutiny</b>					
<b>Cabinet</b>					
<b>Cabinet / CMT Chair: Leader</b>					
<b>Transformation Delivery Board Chair: Cabinet Member Service Transformation</b>					
<b>Safeguarding people from harm</b>	<b>Improving Education and Skills</b>	<b>Transforming our Economy and Infrastructure</b>	<b>Tackling Poverty and Enabling Communities</b>	<b>Delivering on Nature Recovery and Climate Change</b>	<b>Transformation &amp; Financial Resilience</b>
<b>Transforming Adult Services</b>	<b>Transforming Additional Learning Needs</b>	<b>Regeneration Programme</b>	<b>Future Community Hub Model</b>	<b>Net Zero Programme</b>	<b>Digital Transformation Programme</b>
<p>Clr Louise Gibbard, Cabinet Member Care Services</p> <p>Davis Howes, Director of Social Services</p> <p>Amy Hawkins, Head of Adult Services</p>	<p>Clr Robert Smith, Cabinet Member Education and Lifelong Learning</p> <p>Helen Morgan Rees, Director of Education</p> <p>Kate Phillips, Head of Vulnerable Learners</p>	<p>Clr Robert Francis-Davies, Cabinet Member Investment Regeneration &amp; Tourism</p> <p>Mark Wade, Director of Place</p> <p>Phil Holmes, Head of Planning and City Regeneration</p>	<p>Clr Elliot King, Cabinet Member Culture and Equalities Regeneration &amp; Tourism</p> <p>Mark Wade, Director of Place</p> <p>Tracey McNulty, Head of Cultural Services / Geoff Bacon, Head of Property Services</p>	<p>Clr Andrea Lewis, Joint Deputy Leader (Service Transformation)</p> <p>Mark Wade, Director of Place</p> <p>Geoff Bacon, Head of Property Services</p>	<p>Clr Andrea Lewis, Joint Deputy Leader (Service Transformation)</p> <p>Nesee Young, Interim Director of Corporate Services</p> <p>Sarah Lackenby, Head of Digital Services</p>
<b>Child and Family Services Transformation</b>	<b>Right Schools in Right Places</b>	<b>More Homes Programme</b>	<b>Enabling Communities Programme</b>	<b>Future Waste Strategy</b>	<b>Workforce and Organisational Development Transformation</b>
<p>Clr Louise Gibbard, Cabinet Member Care Services</p> <p>David Howes, Director of Social Services</p> <p>Julie Davies, Head of Child and Family Services</p>	<p>Clr Robert Smith, Cabinet Member Education and Lifelong Learning</p> <p>Helen Morgan Rees, Director of Education</p> <p>Kelly Small, Head of Education Resource and Planning for Right Schools Right Places</p>	<p>Clr Andrea Lewis, Joint Deputy Leader (Service Transformation)</p> <p>Mark Wade, Director of Place</p> <p>Carol Morgan, Head of Housing and Public Health</p>	<p>Clrs Hayley Gwilliam &amp; Cyril Anderson, Cabinet Members for Community &amp; Clr Alison Pugh, Cabinet Member Well-being</p> <p>David Howes, Director of Social Services</p> <p>Amy Hawkins, Head of Adult Services</p>	<p>Clrs Hayley Gwilliam &amp; Cyril Anderson, Cabinet Members for Community</p> <p>Mark Wade, Director of Place</p> <p>Chris Howell, Head of Waste Parks and Cleansing</p>	<p>Clr David Hopkins, Joint Deputy Leader</p> <p>Nesee Young, Interim Director of Corporate Services</p> <p>Rachael Davies, Head of HR&amp;OD</p>
<b>Safeguarding People &amp; Tackling Poverty CDC</b>	<b>Education &amp; Skills CDC</b>	<b>Economy and Infrastructure CDC</b>	<b>Safeguarding People &amp; Tackling Poverty CDC</b>	<b>Climate Change CDC</b>	<b>Organisational Transformation CDC</b>
<b>Scrutiny</b>					

**Who are the stakeholders?**

- Swansea residents, communities, and visitors
- National, regional, and local businesses and investors
- Strategic partnerships, including the Regional Partnership Board, Public Service Board and Corporate Joint Committee
- Regulators, including Audit Wales, Estyn, Care Inspectorate Wales
- Future Generations Commissioner
- West Glamorgan Regional Partnership Board
- Care Inspectorate Wales
- Regeneration partners – Registered Social Landlords/housing providers, developers, Natural Resources Wales, Swansea University, University of Wales Trinity Saint David, Swansea Business Improvement District, Gower College Swansea, Job Centre.
- Welsh Government
- UK Government
- Climate Signatories Working Group
- Universities and colleges

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

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

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

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

- The 2021 Census reported that the usually resident population of Swansea was 238,500; approximately 500 or 0.2 per cent less than the 2011 Census total [2021 Census results for Swansea - Swansea](#) .
- The figures show that the estimated population of the City & County of Swansea on Census Day (Sunday 21 March 2021) was 238,500, comprising of 121,000 females (50.7%) and 117,600 males (49.3%). This is approximately 8,100 (3.3%) less than the most recent official annual Mid-Year Estimate figure for Swansea (for mid-2020), and 500 (0.2%) lower than the 2011 Census total. Swansea still has the second largest local authority population in Wales (behind Cardiff) and accounts for 7.7% of its total population.
- Figure 1 below shows the latest three decennial Census population totals for Swansea (2001, 2011 and 2021) with the blue line showing the current series of published mid-year population estimates for 2001 through to 2020. The annual estimates showed a general steady increase in Swansea’s population since 2001, with an average growth of approximately 1,200 people (+0.5%) per annum. However, the 2021 Census figure goes against the established post- 2001 and 2011 trends previously published.

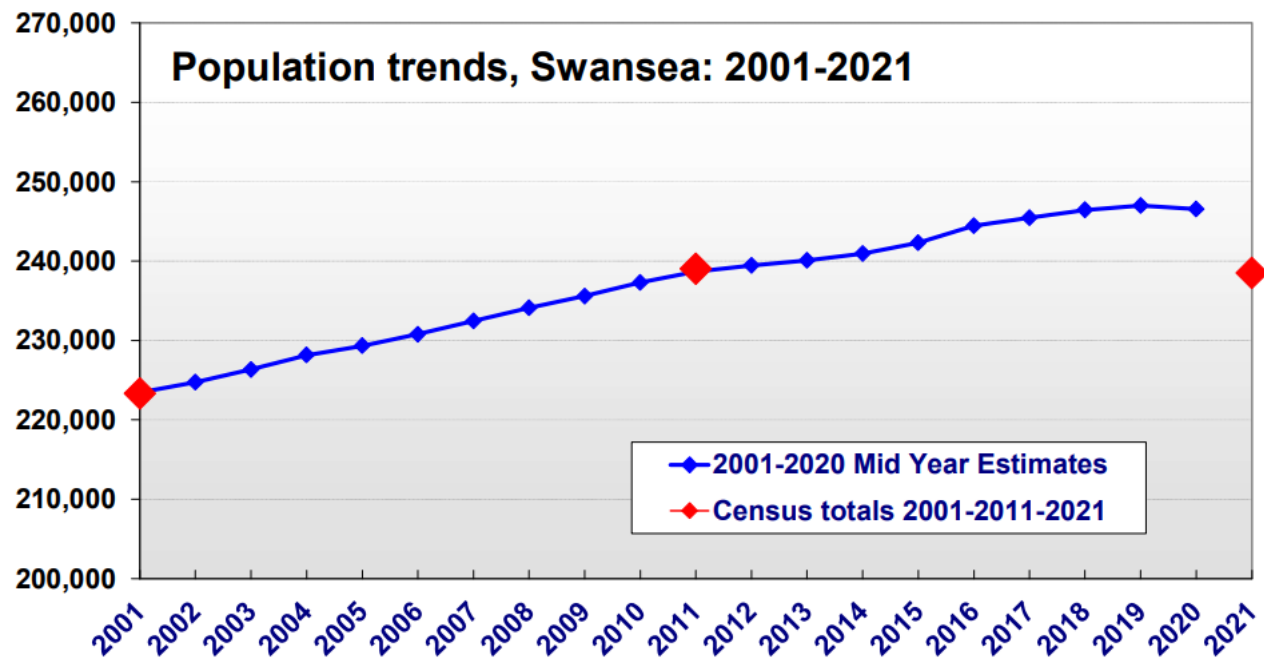


Figure 1: Population Change in Swansea 2001-2021

-

- There were an estimated 105,000 households in Swansea in the 2021 Census, 7.8% of the Welsh total, and the second highest figure in Wales (behind Cardiff). This is approximately 4,700 households lower than the previous reported figure for Swansea (the last pre-census Welsh Government estimate for mid-2020) but a 1.5% increase on the 2011 Census figure of 103,500.
- Approximately 34.5% live in semi-detached housing, 25.4% in terraces, 24% in detached housing and 12.6% in purpose built flats or tenements.
- Homes are heated in the following ways with only 0.9% without central heating, and 80.3% relying exclusively on mains gas.

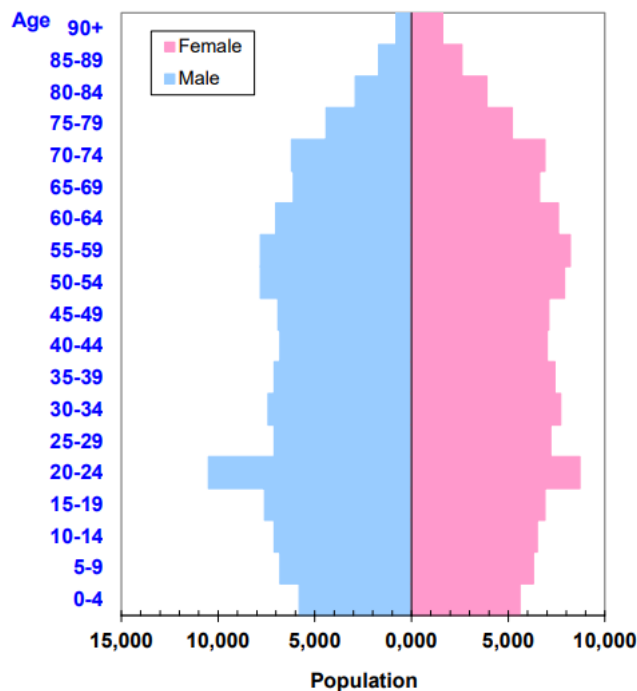
## Central heating

	Households	
	Swansea Local Authority	
	count	%
All households	104,959	100.0
No central heating	974	0.9
Mains gas only	84,262	80.3
Tank or bottled gas only	1,066	1.0
Electric only	5,872	5.6
Oil only	1,959	1.9
Wood only	97	0.1
Solid fuel only	331	0.3
Renewable energy only	255	0.2
District or communal heat networks only	576	0.5
Other central heating only	720	0.7
Two or more types of central heating (not including renewable energy)	8,440	8.0
Two or more types of central heating (including renewable energy)	407	0.4

In order to protect against disclosure of personal information, records have been swapped between different geographic areas and counts perturbed by small amounts. Small counts at the lowest geographies will be most affected.

Source: ONS - 2021 Census (TS064)

- Population density has been calculated using population estimates rounded to the nearest hundred. It gives the estimated number of usual residents per square kilometre. In Swansea there were 632 usual residents per square kilometre in 2021, the fifth highest of the Welsh local authority areas – behind Cardiff (2,572), Newport, Torfaen and Caerphilly – with Powys (26) the least densely populated area in Wales. The 2021 Census figure for Swansea showed a -0.2% change on the 2011 Census (633 usual residents per sq. kilometre), reflecting the small reduction in the population total.
- The initial 2021 Census results by fiveyear age group are illustrated by the population pyramid in Figure 2 below. The pyramid provides an illustration of the established ‘spike’ in the Swansea population in the 20-24 cohort (8.1% of the population total, above the 6.0% figure for Wales as a whole), which reflects in part the large local student population. An initial view of trends can be provided via an analysis of the main reported changes to Swansea’s population over the ten-year period since 2011.



**Figure 2:**  
Swansea population by age and sex, 2021

- Over one in five (22 per cent, 52,600) of Swansea residents were aged under 20, with around 21% (48,900) aged 65 and over.
- The differences by specific age group and sex (between the 2011 and 2021 Census) are summarised below:
  - Aged under-5: a significantly lower figure in 2021, with a difference of around 1,700 or 13%, mostly attributable to a falling number of births in recent years.

- Aged 5-14 years (school-age): a higher figure in 2021, by around 1,000 (4%), in part due to the higher number of births recorded in the late 2000s / early 2010s.
  - 15-24 age group: substantially lower in 2021, by around 2,900 (8%). This goes against previous estimates and trends for this age group, which includes 19 to 22 year-olds studying at Swansea's universities.
  - 25-29: also a lower figure in 2021 compared to 2011, by around 1,400 or 9%.
  - 30-39: 500 (1.7%) higher overall in 2021, with a more significantly higher number of females aged 30-34 in 2021 (+700 or 11% since 2011).
  - 40-49: substantially lower figure in 2021, by 4,400 or 14%. The initial 2021 Census results by five-year age group are illustrated by the population pyramid in Figure 2 opposite. The pyramid provides an illustration of the established 'spike' in the Swansea population in the 20-24 cohort (8.1% of the population total, above the 6.0% figure for Wales as a whole), which reflects in part the large local student population. An initial view of trends can be provided via an analysis of the main reported changes to Swansea's population over the ten-year period since 2011. Figure 2: Swansea population by age and sex, 2021 2021 Census: First Results. Swansea Council - Information, Research & GIS. July 2022 v1.1. 3
  - 50-59: higher in 2021, by 2,700 or 9% overall, especially apparent within the 55-59 group – in part reflecting the 1960's baby boom.
  - People aged 65+: 6,100 or 14% higher in 2021 than 2011, indicative of a generally ageing population, in line with established national trends. This group includes those born in the post-war baby boom period, with the highest reported increase (in terms of five-year cohorts) within the population aged 70-74 (+3,000 or 30%).
  - For the older groups (aged 85 and over), the total has increased in Swansea over the ten-years (2011 to 2021) by around 900 or 16%.
  - There were an estimated 500 (0.4%) fewer males in 2021 than in 2011, and around 100 (0.1%) more females in 2021 than 2011.
- Approximately 88.8% of people identified as heterosexual or straight, 7.8% did not answer while the remainder identified across a range of orientations.



## Sexual Orientation

	Persons	
	Swansea Local Authority	
	count	%
All usual residents aged 16 and over	197,857	100.0
Straight or Heterosexual	175,739	88.8
Gay or Lesbian	3,145	1.6
Bisexual	2,972	1.5
Pansexual	408	0.2
Asexual	133	0.1
Queer	33	0.0
All other sexual orientations	13	0.0
Not answered	15,414	7.8

In order to protect against disclosure of personal information, records have been swapped between different geographic areas and counts perturbed by small amounts. Small counts at the lowest geographies will be most affected.

Source: ONS - 2021 Census (TS079)

- Approximately 93% of usual residents over 16 identify with the same identity as at birth, 6.5% did not answer, with the remainder identifying across a range of identities.

## Gender Identity

	Persons	
	Swansea Local Authority	
	count	%
All usual residents aged 16 and over	197,858	100.0
Gender identity the same as sex registered at birth	184,173	93.1
Gender identity different from sex registered at birth but no specific identity given	320	0.2
Trans woman	146	0.1
Trans man	160	0.1
Non-binary	156	0.1
All other gender identities	82	0.0
Not answered	12,821	6.5

In order to protect against disclosure of personal information, records have been swapped between different geographic areas and counts perturbed by small amounts. Small counts at the lowest geographies will be most affected.

Source: ONS - 2021 Census (TS070)

- The latest marriage and civil partnership status of census respondees is below.

## Legal partnership status

	Persons	
	Swansea Local Authority	
	count	%
All usual residents aged 16 and over	197,856	100.0
Never married and never registered a civil partnership	79,035	39.9
Married or in a registered civil partnership	81,426	41.2
Married	81,115	41.0
In a registered civil partnership	311	0.2
Separated, but still legally married or still legally in a civil partnership	4,280	2.2
Divorced or civil partnership dissolved	19,206	9.7
Widowed or surviving civil partnership partner	13,909	7.0

In order to protect against disclosure of personal information, records have been swapped between different geographic areas and counts perturbed by small amounts. Small counts at the lowest geographies will be most affected.

Source: ONS - 2021 Census (TS002)

- The latest known information regarding ethnicity in Swansea is summarised below.

## Ethnicity

	Persons	
	Swansea Local Authority	
	count	%
All usual residents	238,491	100.0
Asian, Asian British or Asian Welsh	10,451	4.4
Black, Black British, Black Welsh, Caribbean or African	2,797	1.2
Mixed or Multiple ethnic groups	3,808	1.6
White	218,052	91.4
Other ethnic group	3,383	1.4

In order to protect against disclosure of personal information, records have been swapped between different geographic areas and counts perturbed by small amounts. Small counts at the lowest geographies will be most affected.

Source: ONS - 2021 Census (TS021)

- The latest statistics on national identity in Swansea are:

### National identity

	Persons	
	Swansea Local Authority	
	count	%
All usual residents	238,488	100.0
British only identity	40,666	17.1
English only identity	13,608	5.7
English and British only identity	3,080	1.3
Welsh only identity	137,846	57.8
Welsh and British only identity	22,004	9.2
Any other combination of only UK identities	3,717	1.6
Non-UK identity only	14,017	5.9
UK identity and non-UK identity	3,550	1.5

In order to protect against disclosure of personal information, records have been swapped between different geographic areas and counts perturbed by small amounts. Small counts at the lowest geographies will be most affected.

Source: ONS - 2021 Census (TS027)

- The latest breakdown of religious belief in Swansea is below.

### Religion

	Persons	
	Swansea Local Authority	
	count	%
All usual residents	238,490	100.0
No religion	112,687	47.3
Christian	98,492	41.3
Buddhist	942	0.4
Hindu	1,010	0.4
Jewish	159	0.1
Muslim	7,694	3.2
Sikh	346	0.1
Other religion	1,175	0.5
Not answered	15,985	6.7

In order to protect against disclosure of personal information, records have been swapped between different geographic areas and counts perturbed by small amounts. Small counts at the lowest geographies will be most affected.

Source: ONS - 2021 Census (TS030)

- The country of birth of people answering the 2022 census is below.

## Country of birth

	Persons	
	Swansea Local Authority	
	count	%
All usual residents	238,488	100.0
Europe	225,119	94.4
Europe: United Kingdom	216,019	90.6
Europe: Other Europe: EU countries: Member countries in March 2001: Ireland	823	0.3
Europe: Other Europe (Excluding Ireland)	8,277	3.5
Africa	3,121	1.3
Middle East and Asia	8,685	3.6
The Americas and the Caribbean	1,201	0.5
Antarctica and Oceania	362	0.2
Other	0	0.0

In order to protect against disclosure of personal information, records have been swapped between different geographic areas and counts perturbed by small amounts. Small counts at the lowest geographies will be most affected.

Source: ONS - 2021 Census (TS012)

- 90.6% of Swansea's usual residents identified as been born in the UK with a further 5.1% had lived in the UK for ten years. Only 1.5% had lived in the UK less than 2 years.
- Specific numbers of refugees are not known as statistics are not kept in individuals once leave to remain is granted. Swansea as a City of Sanctuary whose organisations support both refugees and asylum seekers from countries such as Ukraine, Syria and Afghanistan. Our agencies welcome, understand and support individuals based on lived experience and need. Swansea has been an asylum seeker dispersal area since 2001 and features in the top 10 in the UK in terms of numbers of asylum seekers in relation to population size. It is one of 4 dispersal areas in Wales. Swansea is proud of its position of welcoming those fleeing conflict and persecution.
- 94% of households had all adults speak English or Welsh as a main language, with a further 2% having at least one adult with English or Welsh as a main language.
- Educational attainment in Swansea is summarised below.

## Highest level of qualification

	Persons	
	Swansea Local Authority	
	count	%
All usual residents aged 16 years and over	197,861	100.0
No qualifications	37,304	18.9
Level 1 and entry level qualifications	15,552	7.9
Level 2 qualifications	27,362	13.8
Apprenticeship	11,525	5.8
Level 3 qualifications	36,055	18.2
Level 4 qualifications or above	64,835	32.8
Other qualifications	5,228	2.6

In order to protect against disclosure of personal information, records have been swapped between different geographic areas and counts perturbed by small amounts. Small counts at the lowest geographies will be most affected.

Source: ONS - 2021 Census (TS067)

- The percentage of over 5 year olds who are students is 22.8%.
- Employment trends are summarised in the table below, with 51% of usual residents over 16 economically active.

## Economic activity

	Persons	
	Swansea Local Authority	
	count	%
All usual residents aged 16 years and over	197,857	100.0
Economically active (excluding full-time students)	100,892	51.0
In employment	96,019	48.5
Unemployed	4,873	2.5
Economically active and a full-time student	6,483	3.3
In employment	4,594	2.3
Unemployed	1,889	1.0
Economically inactive	90,482	45.7
Retired	47,263	23.9
Student	16,636	8.4
Looking after home or family	8,283	4.2
Long-term sick or disabled	12,529	6.3
Other	5,771	2.9

In order to protect against disclosure of personal information, records have been swapped between different

Source: ONS - 2021 Census (TS066)

- The breakdown of full and part time work is below.



## Hours worked

	Persons	
	Swansea Local Authority	
	count	%
All usual residents aged 16 years and over in employment the week before the census	100,614	100.0
Part-time	32,516	32.3
15 hours or less worked	10,054	10.0
16 to 30 hours worked	22,462	22.3
Full-time	68,098	67.7
31 to 48 hours worked	59,498	59.1
49 or more hours worked	8,600	8.5

In order to protect against disclosure of personal information, records have been swapped between different geographic areas and counts perturbed by small amounts. Small counts at the lowest geographies will be most affected.

Source: ONS - 2021 Census (TS059)

- Work by industry is recorded below with retail, administration , public administration professional, health and education sectors dominant.

## Industry

	Persons	
	Swansea Local Authority	
	count	%
All usual residents aged 16 years and over in employment the week before the census	100,617	100.0
A: Agriculture, Forestry and fishing	428	0.4
B: Mining and quarrying	140	0.1
C: Manufacturing	6,001	6.0
D: Electricity, gas, steam and air conditioning supply	443	0.4
E: Water supply; Sewerage, Waste management and Remediation activities	713	0.7
F: Construction	7,533	7.5
G: Wholesale and retail trade; repair of motor vehicles and motorcycles	15,738	15.6
H: Transport and storage	4,110	4.1
I: Accommodation and food service activities	5,597	5.6
J: Information and communication	2,661	2.6
K: Financial and insurance activities	3,622	3.6
L: Real estate activities	1,347	1.3
M: Professional, scientific and technical activities	4,123	4.1
N: Administrative and support service activities	4,069	4.0
O: Public administration and defence; compulsory social security	11,063	11.0
P: Education	10,843	10.8
Q: Human health and social work activities	18,333	18.2
R, S, T, U Other	3,853	3.8

In order to protect against disclosure of personal information, records have been swapped between different geographic areas and counts perturbed by small amounts. Small counts at the lowest geographies will be most affected.

Source: ONS - 2021 Census (TS060)

- Occupations were reported as below:

## Occupation

	Persons	
	Swansea Local Authority	
	count	%
All usual residents aged 16 years and over in employment the week before the census	100,613	100.0
1. Managers, directors and senior officials	9,888	9.8
2. Professional occupations	20,070	19.9
3. Associate professional and technical occupations	11,489	11.4
4. Administrative and secretarial occupations	11,025	11.0
5. Skilled trades occupations	10,407	10.3
6. Caring, leisure and other service occupations	10,956	10.9
7. Sales and customer service occupations	9,527	9.5
8. Process, plant and machine operatives	6,350	6.3
9. Elementary occupations	10,901	10.8

In order to protect against disclosure of personal information, records have been swapped between different geographic areas and counts perturbed by small amounts. Small counts at the lowest geographies will be most affected.

Source: ONS - 2021 Census (TS063)

- Travel to work patterns were recorded below with 25% working at home and the car being the dominant mode of transport.

## Travel to work

	Persons	
	Swansea Local Authority	
	count	%
All usual residents aged 16 years and over in employment the week before the census	100,611	100.0
Work mainly at or from home	25,495	25.3
Underground, metro, light rail, tram	53	0.1
Train	440	0.4
Bus, minibuss or coach	2,859	2.8
Taxi	812	0.8
Motorcycle, scooter or moped	334	0.3
Driving a car or van	56,355	56.0
Passenger in a car or van	5,259	5.2
Bicycle	1,101	1.1
On foot	6,984	6.9
Other method of travel to work	919	0.9

In order to protect against disclosure of personal information, records have been swapped between different geographic areas and counts perturbed by small amounts. Small counts at the lowest geographies will be most affected.

Source: ONS - 2021 Census (TS061)

Census 2021 took place during a period of rapid change. We gave extra guidance to help people on furlough answer the census questions about work. However, we are unable to determine how furloughed people followed the guidance. Take care when using this data for planning purposes. Read more about specific quality considerations in our

<https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/employmentandemployeetypes/methodologies/traveltoworkqualityinformationforcensus2021>

- Approximately 35.4% of usual residents owned their home outright with a further 27.2 with a mortgage, loan or shared ownership. 19.1% lived in social housing an 18.3 privately rented or lived rent free.
- Only 22.6% of households had no car or van, while approximately 42.6% reported 1 car in the household, 25.6% reported 2 and 9.2% reported having 3 or more cars or vans.

## Travel to work

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- Approximately 47.7% of usual residents identify as in good health.

## General health

	Persons	
	Swansea Local Authority	
	count	%
All usual residents	238,490	100.0
Very good health	113,823	47.7
Good health	73,789	30.9
Fair health	33,363	14.0
Bad health	13,061	5.5
Very bad health	4,454	1.9

In order to protect against disclosure of personal information, records have been swapped between different geographic areas and counts perturbed by small amounts. Small counts at the lowest geographies will be most affected.

Source: ONS - 2021 Census (TS037)

- Approximately 77.6% of usual residents report they are not disabled under the Equality Act.

## Long term health problem or disability

	Persons	
	Swansea Local Authority	
	count	%
All usual residents	238,490	100.0
Disabled under the Equality Act: Day-to-day activities limited a lot	26,536	11.1
Disabled under the Equality Act: Day-to-day activities limited a little	26,948	11.3
Not disabled under the Equality Act: Has long term physical or mental health condition but day-to-day activities are not limited	15,640	6.6
Not disabled under the Equality Act: No long term physical or mental health conditions	169,366	71.0

In order to protect against disclosure of personal information, records have been swapped between different geographic areas and counts perturbed by small amounts. Small counts at the lowest geographies will be most affected.

Source: ONS - 2021 Census (TS038)

## Welsh Index of Multiple Deprivation 2019 <https://www.swansea.gov.uk/wimd2019>

Across Wales as a whole, the 2019 Index identifies 'Rhyl West 2' in Denbighshire as the most deprived LSOA. LSOAs in Caerphilly, Rhondda Cynon Taf, Bridgend, Merthyr Tydfil, Wrexham and Newport also feature in the ten most deprived LSOAs in Wales.

In the 2019 Index, Swansea has an above average proportion of its LSOAs featuring in the most deprived 10% in Wales, with 17 (11.5%) of its 148 LSOAs in the 191 (10%) most deprived. The local authority areas in Wales with the highest proportions are Newport (24.2%), Merthyr Tydfil (22.2%), Cardiff (18.2%) and Rhondda Cynon Taf (17.5%). In all, seven of Wales' 22 local authorities have a higher proportion of most-deprived LSOAs than Swansea (note: in 2014, Swansea had the 9th highest proportion on this basis).

- Within Swansea the number of LSOAs in the 10% most deprived LSOAs in Wales is down slightly from 18 in 2014 to 17 in 2019.
- The number and proportion of Swansea LSOAs in the most deprived 20% and the most deprived 50% in Wales has also fallen.
- However, the proportion of Swansea LSOAs in the most deprived 30% in Wales has increased to over 30% (46 of its 148 LSOAs).

In the individual domains, levels of deprivation are most significant in respect of Employment (14.9% of Swansea's LSOAs are in the 10% most deprived in Wales), followed by Income (12.8%), Health (12.2%), Education (11.5%) and Community Safety (10.1%). However, levels in the Access to Services, Physical Environment and Housing domains are below the Welsh average (for the proportion of LSOAs in the 10% most deprived in Wales).

In WIMD 2019, Townhill 2 (ranked 16 in Wales) and Townhill 1 (18 in Wales) are now the most deprived LSOAs in Swansea. In the Overall Index, Swansea's 17 most deprived LSOAs, i.e. those featuring in the most deprived 10% (191 LSOAs) in Wales, are located in the following ward areas: Townhill (5 of 6 LSOAs) Penderry (5 of the 7 LSOAs in the ward) Castle (2 of 10 LSOAs) Morryston (2 of 11 LSOAs) Bonymaen (1 of 4 LSOAs - central/east) Mynyddbach (1 of 6 LSOAs - Clase area). Llansamlet (1 of 8 LSOAs - part Birchgrove) (Total = 17 LSOAs)

In addition, nationally produced statistics are used to inform research, analysis and plans to meet their anticipated economic needs.

- 89.1% of usual residents over 5 reported they provided no unpaid care on the date of the census. Social Care Wales estimate that 12% of the population of Wales are unpaid carers and this figure could increase to 16% by 2037.
- The Assessment of Local Well-being identifies life expectancy in Swansea, as elsewhere, has increased over the long-term, contributing to a generally ageing population. The latest ONS figures on average life expectancy at birth (for 2018-20) now stand at 77.5 years for males in Swansea (Wales 78.3) and 81.8 for females (Wales 82.1). Five years previously, i.e. 2013-15, life expectancy in Swansea was 78.0 years for males (Wales 78.4) and 82.5 years for females (Wales 82.3). In recent years therefore, long-term improvements in life expectancy have slightly reversed.
- The Annual Survey of Hours and Earnings (ASHE) provides information about the levels, distribution and make-up of earnings and hours worked for employees to local authority level. The median weekly full time earnings figure for residents in Swansea stood at

£552.60 (April 2021); which is 3.2% lower than the Wales figure but 9.5% below the UK average. The Annual Earnings data shows that the Swansea median full-time figure (2021) of £28,827 is 0.1% lower than the Wales average, although both Swansea and Wales figures are below the UK average (in Swansea by 7.9%).

- The Trussell Trust Network added a new distribution centre in Swansea during 2020, increasing the number from 6 to 7, and a number of independent food banks started up to help with the demand for food. The total number of parcels distributed in Swansea through the network increased by 27% in from 2019/20 to 2020/21, with 11,877 parcels distributed. 4,195 parcels were given to children and 7,682 to adults. Data from 2018 suggests that 10% of households were in fuel poverty in Swansea, a slightly lower proportion than the Welsh average of 12%. Swansea saw one of the lowest increases in child poverty rates in Wales, rising from 28.8% in 2014/15 to 29.8% in 2019/20. However, that is still 3 in 10 children in Swansea living in poverty. The number of pupils eligible for Free School Meals is increasing. Within Swansea, 23.6% of pupils aged 5 to 15 were eligible for school meals in 2020, representing an increase from 19.4% in 2017. (Assessment of Local Well-being).
- In March 2020, there were 16,581 children receiving care and support in Wales (according to the Children Receiving Care and Support Census) with a rate of 263 per 10,000 children aged 0-17 years. In Swansea, the rate was 283 per 10,000 over the same time period, higher than the Wales average. Over the same time period (March 2020), there were 2,311 children Swansea Public Services Board: Assessment of Local Well-being 2022 27 in Wales on the Child Protection Register, with a rate of 37 per 10,000. In Swansea the rate was 54 per 10,000, higher than the Wales average. In March 2020, 7,172 children were looked after in Wales (a 5% increase on the previous year) with a rate of 114 per 10,000 population aged under 18. Swansea's rate was 117 per 10,000 aged under 18 which was also higher than the Wales average over the same time period (Assessment of Local Well-being).
- Breast feeding statistics for 2017 to 19 reported in the Assessment of Local Well-being reported that in Swansea Bay University Health Board 64.6% of babies are breastfed at birth above the national average of 56.7%. This fell to 28.9% ten days later below the national average of 42.9%.
- According to the Pupil Level Annual School Census (PLASC), last undertaken in early 2022, there are over 36,000 learners in Swansea schools. There are 94 schools in the County. The percentage of learners in specific groups from the last PLASC are as follows:



**School Census 2022**  
**Summary Data for Pupils of Statutory School Age**

<b>Measure</b>	<b>Primary</b>	<b>Secondary</b>	<b>Overall</b>
Boys	52.2%	51.4%	51.8%
Girls	47.8%	48.6%	48.2%
Looked After Children	0.7%	1.1%	0.9%
Free School Meals eligible	24.8%	21.7%	23.4%
Free School Meals eligible and/or transitionally protected	31.6%	28.0%	30.0%
Living in the 30% most deprived areas (WIMD)	38.0%	35.4%	36.8%
Pupils with additional learning needs	23.2%	24.9%	24.0%
Non-White British pupils	17.3%	15.4%	16.5%
Pupils where their first language is not English/Welsh	11.8%	11.1%	11.5%
Pupils with English as an Additional Language (A-D stages)	11.7%	8.0%	10.1%

- A wide range of data is held and analysed by the Education Directorate. This data includes information about learners, school staff, school buildings, learning outcomes and other key information e.g. attendance, exclusions. This data provides important information to aid planning and support for schools, learners and their families. The Education Directorate has close links with Child and Family Services in the Social Services Directorate who also hold data about children and young people.
- The School Workforce Annual Census (SWAC) provides information on teachers and support staff in schools which can be used to support schools' workforce planning to meet the aims of national priorities and this Corporate Plan. Information collected includes staffing numbers, national identity, age, Welsh language levels.
- Service user records are held for all learners using Management Information Systems (MIS) including ESS SIMS, Capita ONE and CACI Impulse. These MIS contain records holding learner data on age, sex, disability, race, if they are an asylum seeker, if they are a Gypsy/Traveller, if they are a Looked After Child and if they receive free school meals (FSM).
- The percentage of FSM claimed by schools provide an indicator of poverty/social exclusion in their catchment area. It is also recognised nationally that generally, attainment levels of learners who are eligible for FSM are lower than non-FSM learners. According to the future trends report for Wales 2021, the percentage of children living in relative income poverty since 2014/15 has increased, with levels highest amongst those living within workless households. Although income poverty is decreasing overall, this trend is not experienced equally across all population groups. Households in Wales with a disabled person in the family are far more likely to be living in relative income poverty. Those from Black, Asian and minority ethnic groups are also at a higher risk of being in relative income poverty.

- Following the publication of the 2021 National Census data, a decline in the percentage of people able to speak Welsh in Swansea (0.2%) was observed overall since the previous Census in 2011. Whilst there was a slight increase in the age group of 16 to 64 (0.6%), the number of children able to speak Welsh aged 3 to 15 declined by 0.6%. Data on the number of learners attending Welsh-medium provision is held and schools undertake assessment on Welsh-language levels. This data is recorded and analysed by both schools and the directorate to aid planning and inform strategy to increase the use of Welsh Language e.g. Welsh in Education Strategic Plan in accordance with the Welsh Government Cymraeg 2050 strategy.

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

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

	Potential Impact of wellbeing objectives, underpinning the corporate transformation plan programmes	Positive / Negative/Neutral Impact/Needs further investigation
Race	<p><b>Safeguarding People from Harm</b> - the Council safeguards our most vulnerable people, prioritising services and contact during the Covid-19 response and beyond, continuing to ensure that safeguarding is ‘everyone’s business’ across the Council, within schools, with partners and through West Glamorgan Safeguarding Board and partnerships. Through our Transformation &amp; Future Council Objective, the Council aims to work towards becoming a Human Rights City and embed equality, diversity into all it does.</p> <p><b>Improving Education &amp; Skills</b> - The Minority Ethnic Learners team restructured in 2019 to move to a more sustainable model of service delivery that places greater emphasis on schools developing their own provision for minority ethnic learners. A school improvement model is in place that monitors and challenges schools. Links with other third sector and community organisations are also developing. The new Curriculum for Wales has diversity as a cross-cutting theme and recognises home and community languages. There is also a significant focus on anti –racist curriculum development. These areas are being supported by professional learning opportunities for schools some of which are being delivered in partnership with Partneriaeth. The Schools of Sanctuary Award scheme is being delivered in collaboration with the local City of Sanctuary group. The award recognises a commitment to creating a culture of welcome and inclusion for refugees and people seeking asylum. 6 schools are currently accredited with more schools working towards the award. The Early Help Hubs have a consistent and effective commissioning relationship with the Ethnic Youth Support Team (EYST) to provide a targeted lead work provision for children, young people and families from ethnic minorities. The Early Help Hubs have a dedicated and purposeful lead worker provision to support the Gypsy Traveller children, young people and families in Swansea. The development of this support is effectively integrated into a wider network of support for the community by the Gypsy Traveller Education Group.</p> <p><b>Transforming our Economy &amp; Infrastructure</b> - Cultural networks increasingly aim to improve community cohesion and help communities understand and support each other. Our cultural offer includes a number of bespoke events and</p>	Positive

	Potential Impact of wellbeing objectives, underpinning the corporate transformation plan programmes	Positive / Negative/Neutral Impact/Needs further investigation
	<p>celebrations such as the celebration of Black History month and awarding Blue Plaques to individuals who have made a significant contribution to anti-racism and the slave trade.</p> <p><b>Tackling Poverty &amp; Enabling Communities</b> - Poverty can impact people and communities based on race in a number of ways such as: people without fixed addresses may struggle to access local services or support (e.g. homeless people trying to set up bank accounts in order to receive welfare benefits); people who do not speak English or Welsh as a first language may struggle to engage with services (e.g. Ukrainian refugees accessing employability support to find local jobs); people who do not read English or Welsh as a first language may struggle to understand information and advice resources (e.g. Asylum Seekers reading leaflets about council tax); people from other nationalities or cultural backgrounds who struggle to engage with their local community events or groups (e.g. migrants who are not aware of adult community learning courses). This Corporate objective will deliver actions and changes that improve services, experiences and outcomes for our population in relation to this protected characteristic.</p> <p><b>Delivering on nature recovery and climate change</b> - Global climate change impacts drive increased migration from impacted areas. The mitigation elements of this plan will help reduce global impacts while adaptation elements benefits people seeking sanctuary in Swansea and existing residents of all nationalities and ethnicities. Nature Recovery opens up our environment for everyone to enjoy, historically some communities have not felt.</p> <p><b>Transformation &amp; Financial Resilience</b> - Our Workforce strategy 2022-26 contains an equality strand which aims to improve the diversity of our work force. Our Workforce Equalities group, Equalities staff network and Diverse Staff group, all work to promote awareness of issues encountered by Black and Minority Ethnic staff. As part of our Strategic Equality Plan, we are working towards improving the data and information about the protected characteristics of our staff. We are developing an approach to how we respond the Welsh Government's Race Equality action plan.</p>	

	Potential Impact of wellbeing objectives, underpinning the corporate transformation plan programmes	Positive / Negative/Neutral Impact/Needs further investigation
Disability	<p><b>Safeguarding People from Harm</b> - the Council aims to support our most vulnerable adults to remain safe and independent at home, with access to joined-up Health and Social Care services to improve outcomes for the most vulnerable Swansea citizens, and by rebalancing our service offer to focus on prevention, reablement and recovery. The Council aims to work towards becoming a Human Rights City and embed equality, diversity into all it does.</p> <p><b>Improving Education &amp; Skills</b> - <a href="#">The Equality Act 2010 (Disabled School Pupils) (Wales) Regulations 2021 (legislation.gov.uk)</a> These regulations will come into force in 2022 and sets out the information that the Local Authority (LA) must make available to disabled pupils and their parents/carers in Swansea. <a href="#">Additional Learning Needs and Education Tribunal (Wales) Act 2018 (legislation.gov.uk)</a> The ALNET Act and the ALN Code (2021) sets out a requirement for the LA, schools and Health to work together to provide Additional Learning Provision (ALP) for learners with Additional Learning Needs (ALN). School build projects consider the social model of disability, which recognises that people are disabled by the barriers of society (e.g. physical, environmental, organisational, and attitudinal, communication, etc.) rather than by any physical condition. A revised Accessibility Strategy will provide guidance to ensure settings have suitable provision for learners with Disabilities.</p> <p><b>Transforming our Economy &amp; Infrastructure</b> - This group are a target category for employability schemes and support will be available to improve their economic wellbeing. Infrastructure improvements and policy development will take account of diverse needs via steps such as such as a review of the disability parking policy.</p> <p><b>Tackling Poverty &amp; Enabling Communities</b> - People with disabilities have been significantly affected by the Cost of Living crisis. As an example, according to the Bevan Foundation's national 'Snapshot of Poverty' Winter 2023 report, more than half of people with disabilities whose condition limits them a lot (52%) have had to go without heating in their home. Poverty can impact people with a disability in a number of ways such as: finding suitable accommodation that meets their needs especially when facing financial constraints or homelessness; finding meaningful and sustainable employment opportunities; accessing statutory services and support such as transportation or meetings in accessible facilities; lack of sustainable accessibility support and functions for face-to-face services in community settings and for community-led initiatives. This Corporate objective will deliver actions and changes that improve services, experiences and outcomes for our population in relation to this protected characteristic.</p> <p><b>Delivering on nature recovery and climate change</b> - There are strong links between disability and poverty which mean that climate change impacts people with disabilities or health conditions disproportionately.</p> <p><b>Transformation &amp; Financial Resilience</b> - As part of our Workforce Strategy 2022-26 we are working towards gaining the next level in our accreditation as a Disability confident employer. Our Workforce Equalities group, Equalities staff network and Diverse Staff group all work to promote awareness of issues encountered by people with disabilities</p>	Positive

	Potential Impact of wellbeing objectives, underpinning the corporate transformation plan programmes	Positive / Negative/Neutral Impact/Needs further investigation
Carers	<p><b>Safeguarding People from Harm</b> - the Council recognises the vital contribution of unpaid carers, parent-carers and young carers to supporting vulnerable people; by coproducing new approaches to improve access to a range of support to help achieve their own well-being outcomes. The Council aims to work towards becoming a Human Rights City and embed equality, diversity into all it does.</p> <p><b>Improving Education &amp; Skills</b> - There is a multi-agency steering group in place, which looks at ways of monitoring, supporting and delivering opportunities for young carers. Swansea has a strong and successful partnership with YMCA Swansea to deliver a very high-quality Young Carers Service. The service has strong support from a strategic Young Carers Partnership group. The Young Carers Partnership and Service has been very successful in becoming one of the pilot areas in Wales to develop a Young Carers ID Card. One of the benefits of developing sufficient capacity of suitable special school provision in Swansea will be to enable parents, carers and families to benefit by reducing the need for out of county provision that can put additional strain on families and carers.</p> <p><b>Transforming our Economy &amp; Infrastructure</b> - Actions in this corporate plan aim will help create opportunities for this group through employability and support projects.</p> <p><b>Tackling Poverty &amp; Enabling Communities</b> - Unpaid carers are significantly impacted by poverty in Wales. As an example, according to the Bevan Foundation's national 'Snapshot of Poverty' Winter 2023 report, 37% of unpaid carers had to borrow money which is significantly higher than people who have never been carers (28%). Poverty can impact unpaid carers in a number of ways such as: making decisions that prioritise the health and wellbeing of their looked after individual over themselves as a carer; unable to afford resources and activities that support their own wellbeing even within their own communities; managing finances and addressing debt due to changes in circumstances that result in caring duties such as sudden illness or injury; costs associated with taking on caring duties such as changes to homes to accommodate elderly or frail relatives. Further investigation on this area is required as there is little data on the specific challenges facing unpaid carers in Swansea. We will work with partners such as the Swansea Carers Centre as we refresh the Tackling Poverty Strategy to ensure their voice is included in our action planning for this Corporate objective.</p> <p><b>Delivering on nature recovery and climate change</b> - People who require care are much more likely to have low incomes than cared for people, as are people who live in a household with someone who is disabled. As a result carers are amongst the vulnerable who are disproportionately impacted by climate change.</p> <p><b>Transformation &amp; Financial Resilience</b> - We support carers through our Regional Carers strategy which has been co-produced with carers in the local region.</p>	Positive / needs further investigation.

	Potential Impact of wellbeing objectives, underpinning the corporate transformation plan programmes	Positive / Negative/Neutral Impact/Needs further investigation
Sex	<p><b>Safeguarding People from Harm</b> - the Council is working preventatively with partners to address social isolation, adverse childhood experiences and domestic violence. The Council will work towards becoming a Human Rights City and embed equality, diversity into all it does.</p> <p><b>Improving Education &amp; Skills</b> - The new code and guidance for Relationships and Sexuality Education as part of the new Curriculum for Wales will support respect and dignity.</p> <p><b>Transforming our Economy &amp; Infrastructure / Delivering on nature recovery and climate change / Transformation &amp; Financial Resilience</b> - General impact as good practice is demonstrated and encouraged.</p> <p><b>Tackling Poverty &amp; Enabling Communities</b> - Poverty can affect all people in Wales irrespective of their sex or gender identity however some of the impacts of poverty may include: unable to afford childcare services or suitable arrangements for childcare due to poverty; victims of Violence Against Women, Domestic Abuse and Sexual Violence (VAWDASV) may be particularly vulnerable to poverty as a result of their experiences; men are typically less likely to engage with support services and seek help with issues like poverty and social isolation; women in employment being disadvantaged by experiences of the gender pay gap in certain sectors and industries. Further investigation on this area is required as there is little data on the different challenges for people in poverty based on their sex or gender identity. While there is evidence of need and targeted actions that can be taken in line with this Corporate Priority, we will explore the situations that relate directly to impact based on gender.</p>	Positive / Needs further investigation.
Age	<p><b>Safeguarding People from Harm</b> - the Council works to ensure that Adult and Child &amp; Family Services are robust, resilient and effective in getting right care and support to the right person, at right place and at the right time. Swansea's Child and Family Services has set out a new strategy to support children and young people to live safely at home with their family.</p> <p><b>Improving Education &amp; Skills</b> - The implementation of the ALNET Act will increase the age range from 3-16 to 0-25.</p> <p><b>Transforming our Economy &amp; Infrastructure</b> - Younger and older people will be supported into employment and key assets and infrastructure will incorporate 'age friendly' considerations.</p> <p><b>Tackling Poverty &amp; Enabling Communities</b> - Poverty affects different age groups in different ways such as: children are impacted by a lack of resources supporting their health and development; young People may struggle in education, finding prosperous career opportunities or suitable housing options; working-age adults are impacted by the "poverty premium" and increasing household costs; older adults may struggle with living costs after they retire including the costs of ongoing care. This Corporate objective will adopt an "all-age" approach to tackling poverty while working across sectors to enable communities to become resilient and self-reliant for all ages of local people (reflecting the diverse</p>	Positive

	Potential Impact of wellbeing objectives, underpinning the corporate transformation plan programmes	Positive / Negative/Neutral Impact/Needs further investigation
	<p>range of impacts on people depending on their age). We will work with Welsh Government on the planned development of a revised Child Poverty Strategy.</p> <p><b>Delivering on nature recovery and climate change</b> - In Wales, lower income groups may be more at risk of experiencing negative impacts, which in turn, means those with protected characteristics are also more at risk and more likely to benefit from this Objective. Older and Younger people suffer most from the health impacts of the climate and nature crises and will benefit from work to address these issues.</p> <p><b>Transformation &amp; Financial Resilience</b> - We have a well-developed participation mechanism for children and young people and older people. For example, mechanisms such as the Big Conversation, Pupil Voice and work with children and young people in childcare settings, schools, youth clubs etc provide many opportunities to participate in decision making. Our participation with older people includes an Aging Well Forum and supporting the provision of a wide range social, educational and well-being activities.</p>	
<p><b>Future generations (yet to be born)</b></p>	<p><b>Safeguarding People from Harm</b> - The Children Act 1989 puts a legal obligation on Social Services to take action when any information comes in to say that any child may be in danger of being hurt or neglected, including unborn children who may be placed on the Child Protection Register, where there is a risk of harm. <a href="https://www.swansea.gov.uk/childprotection">https://www.swansea.gov.uk/childprotection</a></p> <p><b>Improving Education &amp; Skills</b> - The schools' estate is assessed and monitored for maintenance and longer-term requirements, to ensure both current and future generations can access education in suitable, safe learning environments. The capacity of teachers and leaders working in education now and in the future has an indirect impact on future generations. By supplying good quality professional learning now, we can support the needs of learners in schools now and in the future. The new 10-year Welsh in Education Strategic Plan focuses on Swansea's contribution to increase the number of Welsh speakers in Wales to 1m by 2050.</p> <p><b>Transforming our Economy &amp; Infrastructure</b> - Future generations will have a stronger and more sustainable economy.</p> <p><b>Tackling Poverty &amp; Enabling Communities</b> - Poverty can have a detrimental impact on future generations especially where generational poverty exists and multiple deprivation can affect the development and future prospects of children. Poverty can impact future generations in a number of ways such as: lack of economic growth resulting in fewer high quality jobs available in local areas in the future; impacts of poverty on pregnant women can influence the long term health and wellbeing of children before they are born (e.g. low birth weight); limiting aspirations and ambition in families in generational poverty which may affect future prospects for children to reach their full potential. Further investigation</p>	<p>Positive / needs further investigation.</p>

	Potential Impact of wellbeing objectives, underpinning the corporate transformation plan programmes	Positive / Negative/Neutral Impact/Needs further investigation
	<p>on this area is required as there is little data on the different challenges for poverty on future generations. We will work with partners such as NHS Wales as we refresh the Tackling Poverty Strategy to ensure their voice is included in our action planning for this Corporate objective.</p> <p><b>Delivering on nature recovery and climate change</b> - Future generations will live in a more resilient Swansea as a result of this objective and its steps.</p> <p><b>Transformation &amp; Financial Resilience</b> - Future generations will have a more robust and resilient Council to serve the population.</p>	
<p>Page 195</p> <p><b>Religion &amp; Belief</b></p>	<p><b>Safeguarding People from Harm</b> - Swansea is known for being a City of Sanctuary. We have a history of welcoming people of different nationalities, ethnicities and religions as well as those fleeing war and persecution in other countries <a href="https://www.swansea.gov.uk/cityofsanctuary">https://www.swansea.gov.uk/cityofsanctuary</a></p> <p><b>Improving Education &amp; Skills</b> - Building the professional capacity of teachers in respect of Religion, Values and Ethics as well as Relationship and Sexuality Education in the new curriculum supports a wider understanding of ethnicity, religious beliefs and customs. In addition, the education profession's capacity to teach the new curriculum will support mutual respect, tolerance and citizenship.</p> <p><b>Transforming our Economy &amp; Infrastructure</b> - Cultural and leisure networks and assets take account of all beliefs and those who have none.</p> <p><b>Tackling Poverty &amp; Enabling Communities</b> - Further investigation on this area is required as there is little data on the different challenges for people in poverty based on their religion or belief.</p> <p><b>Delivering on nature recovery and climate change</b> - Everyone will be engaged and will universally benefit from the Council's Nature Recovery and Climate Change objective.</p> <p><b>Transformation &amp; Financial Resilience</b> - Our Workforce Equalities group, Equalities staff network and Diverse Staff group all work to promote awareness of different religions and beliefs. Working with our partners, our cultural offer includes a number of bespoke events and celebrations such as Inter Faith week. Our community cohesion work includes the provision of Hate Crime training and support for Victims of Hate Crime.</p>	<p>Positive / further investigation needed.</p>



	Potential Impact of wellbeing objectives, underpinning the corporate transformation plan programmes	Positive / Negative/Neutral Impact/Needs further investigation
<b>Sexual Orientation</b>	<p><b>Safeguarding People from Harm</b> - the Council safeguards our most vulnerable people, prioritising services and contact during the Covid-19 response and beyond, continuing to ensure that safeguarding is ‘everyone’s business’ across the Council, within schools, with partners and through West Glamorgan Safeguarding Board and partnerships. The Council aims to work towards becoming a Human Rights City and embed equality, diversity into all it does.</p> <p><b>Improving Education &amp; Skills</b> - The new code and guidance for Relationships and Sexuality Education as part of the new Curriculum for Wales will support respect and dignity. Professional learning will be offered to support this area of the new curriculum. The new curriculum will support mutual respect, tolerance and citizenship. The LA works closely with YMCA Swansea to support youth group support – Good Vibes LGBT+ youth group. An Equality-tea training pack has been offered to all secondary schools (with plans to revise and extend to primary schools) and youth clubs in Swansea plus other organisations that work with young people in Swansea and Neath Port Talbot.</p> <p><b>Transforming our Economy &amp; Infrastructure</b> - Cultural assets, events and network activity helps people to understand each other and brings communities together.</p> <p><b>Tackling Poverty &amp; Enabling Communities</b> - Further investigation on this area is required as there is little data on the different challenges for people in poverty based on their sexual orientation.</p> <p><b>Delivering on nature recovery and climate change</b> - Everyone will be engaged and will universally benefit from the Council’s Nature Recovery and Climate Change objective.</p> <p><b>Transformation &amp; Financial Resilience</b> - Our Workforce Equalities group, Equalities staff network and Diverse Staff group all work to promote awareness of different sexual orientations. Our Workforce strategy 2022-26 contains an equality strand which aims to improve the diversity of our work force in relation to attraction and retention. Our cultural offer includes a number of bespoke events and celebrations such as PRIDE and the LGBT history month.</p>	Positive / needs further investigation
<b>Gender Reassignment</b>	<p><b>Safeguarding People from Harm</b> - the Council safeguards our most vulnerable people, prioritising services and contact during the Covid-19 response and beyond, continuing to ensure that safeguarding is ‘everyone’s business’ across the Council, within schools, with partners and through West Glamorgan Safeguarding Board and partnerships. The Council aims to work towards becoming a Human Rights City and embed equality, diversity into all it does.</p> <p><b>Improving Education &amp; Skills</b> - The LA works closely with partner agencies e.g. YMCA Swansea to support youth group support. Support for schools is provided via external organisations and the following document published by Welsh Gov: <a href="https://gov.wales/sites/default/files/publications/2021-01/atish14702doc5.pdf">https://gov.wales/sites/default/files/publications/2021-01/atish14702doc5.pdf</a></p>	Positive / needs further investigation.

	Potential Impact of wellbeing objectives, underpinning the corporate transformation plan programmes	Positive / Negative/Neutral Impact/Needs further investigation
	<p><b>Transforming our Economy &amp; Infrastructure</b> - Cultural assets, events and network activity helps people to understand each other and brings communities together.</p> <p><b>Tackling Poverty &amp; Enabling Communities</b> - Further investigation on this area is required as there is little data on the different challenges for people in poverty based on their gender reassignment status</p> <p><b>Delivering on nature recovery and climate change</b> - Everyone will be engaged and will universally benefit from the Council's Nature Recovery and Climate Change objective.</p> <p><b>Transformation &amp; Financial Resilience</b> - Our services, events, facilities and assets help people to understand each other and brings communities together.</p>	
<p>Page 197</p> <p><b>Marriage &amp; Civil Partnership</b></p>	<p><b>Safeguarding People from Harm</b> - The Council aims to implement a new Workforce Strategy and embed equality, diversity and integrated thinking across the Council. The Council will work towards becoming a Human Rights City and embed equality, diversity into all it does.</p> <p><b>Transforming our Economy &amp; Infrastructure</b> - Ensuring our leisure and cultural events, facilities and assets are inclusive and welcome everyone.</p> <p><b>Tackling Poverty &amp; Enabling Communities</b> - Poverty can affect all people in Wales irrespective of their marital or civil partnership status. While there is evidence about the impact of poverty on families – as an example, according to the Bevan Foundation's national 'Snapshot of Poverty' Winter 2023 report, households with children are twice as likely to be in debt – further analysis is needed to identify the specific impacts due to marriage and civil partnership.</p> <p><b>Delivering on nature recovery and climate change</b> - Everyone will be engaged and will universally benefit from the Council's Nature Recovery and Climate Change objective.</p> <p><b>Transformation &amp; Financial Resilience</b> - Ensuring our services, events, facilities and assets are inclusive and welcome everyone.</p>	Positive / Neutral
<p><b>Pregnancy &amp; Maternity</b></p>	<p><b>Safeguarding People from Harm</b> -The Council aims to implement a new Workforce Strategy and embed equality, diversity and integrated thinking across the Council. The Council will work towards becoming a Human Rights City and embed equality, diversity into all it does.</p>	Positive / needs further investigation.

	Potential Impact of wellbeing objectives, underpinning the corporate transformation plan programmes	Positive / Negative/Neutral Impact/Needs further investigation
	<p><b>Improving Education &amp; Skills</b> - The LA is working in partnership with Swansea Bay University Health Board Midwifery service to develop a pilot to increase knowledge and raise awareness of the importance of healthy conception and pregnancy.</p> <p><b>Transforming our Economy &amp; Infrastructure</b> - Committing to improve public toilets, investment in parks and play areas.</p> <p><b>Tackling Poverty &amp; Enabling Communities</b> - Further investigation on this area is required as there is little data on the different challenges for people in poverty based on their pregnancy and maternity status.</p> <p><b>Delivering on nature recovery and climate change</b> - Delivering on nature recovery and climate change will improve air quality and green spaces which is beneficial in pregnancy and early years.</p> <p><b>Transformation &amp; Financial Resilience</b> - We have well established policies relating to pregnancy and maternity, in addition to a policy which enables staff to take time off for dependents and any caring responsibilities. Our Workforce Strategy 2022-26 and our Agile policy provides greater flexibility to combine work with childcare commitments.</p>	
Welsh Language	<p><b>Safeguarding People from Harm</b> - People generally prefer to talk about personal or sensitive matters, like their social care needs, health or safeguarding concerns in the language they are most comfortable with, and in some cases this is Welsh. People in Swansea, by law (Welsh Standards for public services), have the right to communicate, to receive information and to have their service in Welsh: <a href="https://staffnet.swansea.gov.uk/welshstandards">https://staffnet.swansea.gov.uk/welshstandards</a> Swansea promotes an 'active offer', and working to progress Mwy Na Geriau / More than Just Words the strategic framework for health and social care in Wales through a Mwy Na Geriau Action Plan 2022-2027.</p> <p><b>Improving Education &amp; Skills</b> - The Education Directorate has developed a ten-year strategy to increase the number of learners speaking Welsh, in line with Welsh Government's Cymraeg 2050 strategy. The ALNET legislation requires Welsh-medium provision to be offered where requested. The Welsh language features heavily in the new curriculum. Professional learning to support subject teaching in Welsh in Welsh medium and English medium schools will be supported by Partneriaeth. A collaborative effort between the local and central team of Welsh officers will give good access to professional learning for all progression point expectations in the new curriculum.</p> <p><b>Transforming our Economy &amp; Infrastructure</b> - 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.</p>	Positive

	Potential Impact of wellbeing objectives, underpinning the corporate transformation plan programmes	Positive / Negative/Neutral Impact/Needs further investigation
	<p><b>Tackling Poverty &amp; Enabling Communities</b> - Poverty is a complex issue that affects all parts of Wales and an effective response to tackling poverty is one that embraces the Welsh Language in its services, information and performance. Enabling communities to become more welcoming, self-resilient, connected and cohesive will impact on the Welsh Language by providing more opportunities for its use. This Corporate Priority will deliver actions and changes that improve services, experiences and outcomes for our population in relation to the Welsh Language.</p> <p><b>Delivering on nature recovery and climate change</b> - Communications are bilingual and both English and Welsh language communities across Swansea will need to be engaged to deliver on this objective.</p> <p><b>Transformation &amp; Financial Resilience</b> - Our commitment to the Welsh Language is demonstrated in our Annual Report on the Welsh Language which highlights work undertaken by services across the Council to promote the use of Welsh in daily business use, in addition to meeting our statutory requirements. We corporately support the use of the Welsh Language by providing training opportunities, a Welsh Language champions staff network in addition to events to encourage and celebrate the use of Welsh in the work place.</p>	

<b>Socio Economic Considerations</b>	<p><b>Safeguarding People from Harm</b> - the Council will improve outcomes for children and young people by promoting rights of children, young people, and improving outcomes of looked after children and care leavers through the Corporate Parenting Strategy to help them achieve a better life. Through a Safer Swansea approach, we acknowledge harm is sometimes more related to place than people, and this also requires a more joined up approach. Harm, exploitation or victimisation may target or impact on the most vulnerable in our communities.</p> <p><b>Improving Education &amp; Skills</b> - The work of the Education Directorate will aim to support Welsh Government's commitment to tackle child poverty in the following ways: Support learners to achieve through a range of learning routes in order to prepare them for further education or employment; work closely with Partneriaeth to reduce the impact of poverty on achievement and attainment through professional learning; identify opportunities for vocational courses or employability projects to support learners who may have difficulties accessing mainstream education; identify barriers to education for specific groups; provide opportunities for jobs during school build projects.</p> <p><b>Transforming our Economy &amp; Infrastructure</b> - Improved support to enable people to access training and employment opportunities. Increasing affordable Housing and investment in social housing. Improving the energy efficiency of existing homes reducing the impact of fuel poverty for residents. Roll out of free public wifi.</p> <p><b>Tackling Poverty &amp; Enabling Communities</b> - The Welsh Index of Multiple Deprivation (WIMD) show the percentage of people living in Swansea in income deprivation in 2019 was 17% (compared to the Wales average of 16%). Of the 10% most deprived LSOAs in Wales, 17 are in Swansea. Poverty is influenced by socio-economic factors such as the variance between urban and rural poverty. These factors can create inequalities and poverty of opportunity which can impact more on certain cohorts of our population such as disabled people. It should be recognised that the nature of tackling poverty and enabling communities includes complexity around 'cause' and 'effect'. As a result, it can be difficult to identify and action the various factors relating to poverty e.g. substance misuse existing as both a trigger and a result of being in poverty. This Corporate objective will deliver actions and changes that improve services, experiences and outcomes for our population in relation to this socio-economic factors</p> <p><b>Delivering on nature recovery and climate change</b> - The current economic situation highlights the inequalities that continue to exist in our social system and makes the need for fairness in the delivery of decarbonisation in a way that improves people's lives, more important than ever. Whilst adapting lifestyles to meet the cost of living and climate crises brings some opportunity to reduce energy and the consumption of goods and materials. We know that not everybody across the population creates carbon emissions equally or are able to respond to the challenges having less opportunities or resources. Those most vulnerable to the cost-of-living crisis and the impacts of climate will tend to have lower carbon footprints. We will aim to unlock benefits to improve well-being, and to create a more equal and low carbon society for all.</p> <p><b>Transformation &amp; Financial Resilience</b> - Tackling poverty and enabling communities is a corporate priority and embedded in all that we do. There are numerous internal and external forums which work together to tackle poverty and mitigate the impacts. Our Poverty Truth Commission involves people with direct experience of living in poverty in our decision making process.</p>	Positive
<b>Human Rights</b>	<p><b>Safeguarding People from Harm</b> - In December 2022, Swansea was declared as Wales's first Human Rights City, reflecting our ambition, and vision of a vibrant, diverse, fair, and safe communities built on the foundations of universal</p>	Positive

	<p>human rights <a href="#">A Human Rights City - Swansea</a> The embedding of human rights as part of the Council's approach. This can be demonstrated by our commitment to the Dublin Declaration which requires a whole Council approach to involvement, engagement and coproduction. We are continuing to work closely with the Older Person's Commissioner's Office and CADR at Swansea University to ensure meaningful mechanisms for engagement of citizens 50+ within the "Live Well, Age Well Forum". Similar to work on engagement with Children and Young People, we have reflected upon our learning from engagement during the pandemic and refined the focus of our work on partnerships, rights-based policy and involvement of stakeholders.</p> <p><b>Improving Education &amp; Skills</b> - In Swansea a Children's Rights Impact Assessment has been integrated into the legally binding Integrated Impact Assessment, meaning that when services and policies are amended and require an assessment, services making those decisions are required to evidence how they have engaged children and young people, if the decision they are making affects them. The Curriculum for Wales and associated professional standards is underpinned by the United Nations Convention Rights of the Child principles.</p> <p><b>Transforming our Economy &amp; Infrastructure</b> - The Human Rights City priorities of tackling poverty are addressed via helping people increase their skills and improving economic opportunities while helping people know their rights underpins steps such as the development of a library and community hub in the city centre.</p> <p><b>Tackling Poverty &amp; Enabling Communities</b> - The Council is concerned about the human rights of each and every citizen, and the need to safeguard and protect the rights of people in need of health and social, care and support. In the process of Swansea becoming the first Human Rights City in Wales, tackling poverty was identified as one of the key issues to be addressed to ensure that all people in Swansea have the basic human rights and freedoms that belong to every person. The vision for the Human Rights City proposes a vibrant, diverse, fair and safe communities built on the foundation of universal human rights. This Corporate objective will deliver actions and changes that improve services, experiences and outcomes for our population in relation to human rights.</p> <p><b>Delivering on nature recovery and climate change</b> - The Human Rights City helps people know their rights and empowers them to take action on climate change. Links to climate change are set out in the recently produced pocket Guide, "We are working to improve Human Rights through looking after our environment and taking action on the climate emergency".</p> <p><b>Transformation &amp; Financial Resilience</b> - The Human Rights City priorities of tackling poverty are addressed via helping people increase their skills and improving economic opportunities while helping people know their rights underpins steps such as the development of a library and community hub in the city centre.</p>	
<b>Intersectionality</b>	<p><b>Safeguarding People from Harm</b> - The Welsh Government has issued clear guidance for managing safeguarding concerns <a href="#">43871 Working together to safeguard people: national action plan on preventing and responding to child sexual abuse (gov.wales)</a> This guidance is aimed at safeguarding two main population groups: Adults at risk of harm and children and Young People at risk of harm. Vulnerability or vulnerable person is clearly intersectional, as people can become for many, and complex factors: health, disability, poverty, abuse, or personal circumstances. The latest All Wales Safeguarding Procedures place a duty to report concerns on all public service employees. <a href="#">Safeguarding Wales</a> Prevention</p>	Positive / needs further investi.

	<p>is clearly an important focus within safeguarding, and the corporate priority is clearly focused on working in partnerships, and across all communities, to address the context and causes for safeguarding concerns to arise.</p> <p><b>Improving Education &amp; Skills</b> - The rights of disabled school pupils under the 2010 Act relating to disability discrimination in schools. Wider equalities work is being undertaken to develop an overall Equalities plan for schools. Peer-on-peer bullying and harassment work will be a key feature of the new Inclusion Strategy. The Vulnerability Assessment Profile (VAP) is a tool that provides data to inform LA and school support for vulnerable learners. Work with schools to focus on all areas of equalities.</p> <p><b>Transforming our Economy &amp; Infrastructure</b> - Regeneration activities help to deconstruct embedded prejudices which cut across and reinforce past implicit discriminations.</p> <p><b>Tackling Poverty &amp; Enabling Communities</b> - While we recognise above that poverty can impact on anybody regardless of their protected characteristics, the evidence clearly shows some areas of imbalance and inequality need to be addressed. Understanding the lived experiences of people in poverty from a broad cross-section of the population will help us to understand the interactions between these factors and the 'journey' people undertake in tackling poverty. Further investigation on this area is required as there is little data on the different challenges for people in poverty based on multiple factors and interfaces of factors.</p> <p><b>Delivering on nature recovery and climate change</b> - The impacts of climate change and nature recovery are inextricably linked to systemic inequalities in society and impact the most vulnerable often due to socio economic and health related factors. A just transition is built into our plans to improve inequalities as we deliver on climate change.</p> <p><b>Transformation &amp; Financial Resilience</b> - Our Strategic Equality Plan 2022-24 recognises the need to consider intersectionality and the potential multiple disadvantage which people with more than one protected characteristic can experience.</p>	
<p><b>Community Cohesion</b></p>	<p><b>Safeguarding People from Harm</b> - the Council safeguards our most vulnerable people, prioritising services and contact during the Covid-19 response and beyond, continuing to ensure that safeguarding is 'everyone's business' across the Council.</p> <p><b>Improving Education &amp; Skills</b> - Community facilities are offered in a number of Swansea schools. These are subject to booking and letting arrangements within the council. Welsh Government – Community Focused Schools aims to place the child at the heart of its approach. A key priority within the Education &amp; Skills objective is to support learners in a single setting approach, where appropriate. The Evolve Universal Youth Service offer safe, voluntary engagement opportunities through the five Early Help Hubs. The LA (including specific roles e.g. Community Safety Co-ordinator, Community Engagement and Partnership Officer and Children and Young People's Partnership and Involvement Co-ordinator) work with South Wales Police to plan and promote work to support community cohesion. Each school has a link PCSO/Police Officer.</p> <p><b>Transforming our Economy &amp; Infrastructure</b> - Development schemes will be designed to incorporate the needs of communities and integrated transport networks, and a more sustainable economy will help bring about improved</p>	<p>Positive</p>

	<p>community cohesion. The diversity of our cultural offer, provides the opportunity for people to learn and celebrate a wide range of cultures.</p> <p><b>Tackling Poverty &amp; Enabling Communities</b> - Enabling communities is focused on developing the relationships within communities to make them inclusive, connected, safe and strong. The information above recognises not only the diversity but the agility of our local areas across Swansea. Delivering our agenda for enabling communities will improve community cohesion, safety, prosperity and wellbeing. This Corporate objective will deliver actions and changes that improve services, experiences and outcomes for our population in relation to community cohesion.</p> <p><b>Delivering on nature recovery and climate change</b> - The impacts on vulnerable communities will be reduced as a result of this objective and steps.</p> <p><b>Transformation &amp; Financial Resilience</b> - Working with our partners, our work on community cohesion and hate crime provides an opportunity to raise awareness, provide training, record incidents/investigate crimes and provide support for victims of hate crime.</p>	
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**Other (please state)**

**Safeguarding People from Harm - Contextual Safeguarding** - Swansea takes a contextual approach to safeguarding that requires us to look beyond the family to assess neighbourhood and peer group factors in considering risks to children and young people. The lives of hundreds of young people are being made safer, thanks to Swansea's contextual safeguarding pilot led by our Child & Family Services, and involving a whole range of partner organisations and professionals. Swansea Council are working with Bedford University on Contextual Safeguarding Risk to improve our child exploitation work and practice, in the area of risks to children outside of the family (such as criminal or sexual exploitation). The Covid-19 pandemic has not stopped the project from pressing ahead with preventing exploitation and disrupting criminal networks and behaviour within the context in which the harm occurs. Swansea's Contextual Missing Exploitation Trafficking multi-agency forum (CMET) also supports this work. Our PREVENT strategy and interventions programme target support to vulnerable individuals who may be at risk of radicalisation or being drawn into extremism. This is managed through a multi-agency (channel) partnership made up of organisations that have a legislative duty under the Counter Terrorism Act 2015.

**Improving Education & Skills** - The ongoing impact of Covid-19 on learners will continue to be closely monitored and acted upon. There is a strong culture of safeguarding within education services ensuring robust integrated safeguarding procedures. Key personnel, such as a dedicated Education Safeguarding Officer work closely with the Local Authority Designed Officer (LADO) and other services such as the Contextual Missing and Exploited Team (CMET) and the Early Help Hub (EHH) through the Integrated Safeguarding Hub (ISH) to provide support for education services and its learners. Swansea's Info-Nation provision works to ensure that local authority departments and other bodies work in partnership to provide services for young people, which address their needs by bringing together services in a co-located and co-produced open access venue. This includes the Barod Choices service, supporting young people with substance misuse issues; a Sexual Health Drop In Clinic for young people run by Swansea Bay University Health Board; Bays Plus service with Barnardo's and statutory Child and Family Service providing supporting for post 16 LAC, Care Leavers and a single point of entry for Youth Homelessness with Housing; NEETS team for support with 16 to 25 year olds not in education or employment; an open access, face to face, drop in service provides a single point of access to all services for young

Positive



people. The Education Directorate holds a central role at the Youth Justice Management board and are key partners in supporting and addressing potential barriers for those most at risk of offending or reoffending.

**Transforming our Economy & Infrastructure** - There are a clear set of steps for transformation of our economy and infrastructure for the coming years as we emerge from the ongoing pandemic and the multiple impacts it has had across our communities and all sectors.

**Tackling Poverty & Enabling Communities** - This Corporate objective will deliver actions and changes that positively contribute to the following factors or cohorts: Substance Misuse; Homelessness; Prison Leavers; Not in Education, Employment or Training (NEETS).

**Delivering on nature recovery and climate change** - The health impacts of covid have increased the risk to vulnerable people from poor air quality, rising temperatures etc.

**Transformation & Financial Resilience** - The Covid-19 pandemic had a significant impact on the Council, the communities it serves and its staff. Our new Transformation Plan will build upon the lessons learnt as we move forward in terms of developing a future Council.

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

**If you have identified any areas which need further investigation, these will need to be added to your action plan**

## Section 4 - Involvement

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

Safeguarding is seen across Swansea Council as “everyone’s business” - safeguarding our most vulnerable people, by prioritising social care and community support during challenging times.

We are working in partnerships, regionally and locally, to improve health wellbeing outcomes and safety of our most vulnerable citizens. Working in local partnership across the Council, within schools, with third sector partners, and regionally through West Glamorgan Regional Safeguarding Board and in partnership with Swansea Bay University Health Board. Swansea is also 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. We work closely with contractors and suppliers so that they fully embrace our corporate values and awareness of safeguarding issues. We make sure our staff complete mandatory training to build safeguarding awareness.

The Education Directorate works closely with the Participation Team within the Child and Family Service, who deliver a wide range of participation opportunities in schools and the wider community. A range of other mechanisms are in place to listen to learner voice, including specific learner voice events, feedback through schools and LA officers visiting schools, responding to the Pupil Voice Manifesto developed by secondary school learners. On an individual level, person-centred planning puts the voice of the child in the centre and training has been provided to support schools and Education officers who work with children and young people. All individual initiatives have different stakeholder involvement arrangements. These are often set out in legislation e.g. school reorganisation. Key consultative meetings with headteachers and other partners e.g. further education, higher education, regional partners, other LA Directorates/teams are well-established in the Education Directorate annual planning cycle. There are many networks with groups of school staff, other LA staff, parents/carers (e.g. Swansea Bay Parent Carer Forum) that have been developed to discuss priorities and develop workstreams together

Consultation with public, private and voluntary sector partners locally and regionally, including the Regeneration Swansea Partnership, has helped shape ambitions and missions of the REDP which provides the context for the Transforming our Economy & Infrastructure objective. This has included one-to-one consultations throughout the process; discussions at county-level economic partnership boards including Regeneration Swansea, the Regional Learning and Skills Partnership, and the Economic Strategy Group of the Swansea Bay City Deal; and a stakeholder consultation workshop which took place in June 2021.

The proposed definition of the Tackling Poverty & Enabling Communities objective was developed through consultation with internal colleagues via the two oversight network groups, the Swansea Council Poverty Forum and Enabling Communities Network Group. Presentations were made to these representative groups in November and December 2022 and contributions were collated as part of the draft definition of the Corporate objective. Following this process, the Corporate objective was updated into the draft Corporate Plan and is currently undergoing further review and consultation in line with the corporate governance protocols. We recognise that this approach is based on internal input that is driven by the insight within the various departments and teams existing participation and engagement mechanisms. However, the process for engagement and consultation on the Corporate Plan will provide further feedback and engagement from the public and our stakeholders. We will follow this up with the refresh of the Tackling Poverty Strategy and undertaking more involvement activities with individuals, families and communities across Swansea.

We have undertaken extensive consultation work in relation to our approach to Transformation and our new Workforce Strategy 2022-26 and our new Digital Strategy 2022-27. From the inception of our approach to Transformation in 2015 – Sustainable Swansea in 2015 to the current day - we have sought to engage with a wide range of stakeholders including staff, Councillors, Trade Unions, other public sector and Third sector partners and the general public. Engagement tools and techniques have included surveys, workshops, briefings, drop in sessions, social media, the development of “Train the Trainer” style packs for people to host their own engagement events and the establishment of ongoing networks and groups. We have also produced resources to engage with stakeholders using a wide variety of different formats including Easy Read, Plain English/Welsh, Screen Reader resources and translated material into many different minority languages. Our new Workforce Strategy 2022-27 and Digital Strategy 2022-27, have also been subject to extensive consultation arrangements with a wide range of stakeholders. Our Corporate Delivery Committees (formerly PDCs) – Member led committees have played a key role in terms of policy development and informing our approach to Transformation and our Workforce Strategy 2022-27.

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

In spring 2022, the Council undertook a survey as a guide and ‘temperature check’ to help inform the refresh of the Corporate Plan and Well-being Objectives for 2022/23. The survey was widely publicised and, in addition to being aimed at the general public, it was also targeted to specific stakeholders and accompanied by supporting information. Respondents were asked their views about the Council’s existing Well-being Objectives and performance delivering them and whether they were the right objectives to improve well-being in Swansea now and in the future; respondents were also asked about their views on the proposed Well-being Objective: ‘safeguarding our most vulnerable people’.

Overall, the results of the survey show that respondents agreed that the Council’s proposed Well-being Objectives for 2022/23 were the right objectives for Swansea Council to continue to improve well-being in Swansea. Participants were also asked to what extent they agreed or disagreed that these are the right objectives for Swansea Council to continue to improve well-being in Swansea in the future. The largest proportion of respondents agreed that transforming our economy and infrastructure was the right objective for Swansea council in the future (81%), closely followed by agreement with safeguarding people from harm (77%) and improving education and skills (77%). Just under three quarters of participants (73%) thought that tackling poverty was the right objective for Swansea Council in the future and almost two thirds (62%) agreed with delivering on nature recovery and climate change and 54% agreed with transformation and developing the Council for the future. Out of those people who disagreed that these were the right objectives for the Council in the future, the largest proportion disagreed with transformation and future Council (16%).

Specific and detailed involvement on the 2023 to 2028 Plan, which takes forward these objectives as part of a new integrated approach to corporate Plan development, now takes account of policy commitments determined by full Council. It has also been developed alongside the coterminous Medium-Term Financial Plan. Further consultation on the objectives and the steps supporting the objectives is took place between 27 January and 24 February 2023. A consultation on Swansea Council’s Corporate Plan 2023-28 ran from the 27th January to the 24th February 2023. The purpose of the consultation was gather people’s views on the Council’s well-being objectives (priorities), the actions (steps) the Council proposed to deliver each of these priorities and to identify any other suggestions in relation to any additional steps the Council could take to implement these priorities.

The Lead Officers for each of the well-being objectives have also consulted widely on the development of their priorities and the steps. For example, in relation to Education, most school initiatives have individual stakeholder involvement arrangements which are often set out in legislation e.g. school reorganisation. In addition, there are many networks with school staff, other LA staff, parents/carers (e.g. Parent Carer Forum) that are well-established to discuss priorities and develop workstreams together. The Council also runs a large number of consultations on an on-going basis which indirectly and directly inform the development of the Plan for example Climate Change, Active Travel and Green Infrastructure engagement or specific engagement events relating to Swansea's well-being e.g. the World Children's Day event.

During the same time period for the consultation on the Corporate Plan, the Council was also consulting on its Budget proposals for 2023-34, Swansea's Local Well-being Plan and the South West Wales Corporate Joint Committee' Corporate Plan, therefore the approach to consulting on the Corporate Plan was designed to be both proportionate and to build upon previous and ongoing consultations in relation to informing the Council's priorities.

The survey was structured asked respondents to indicate:

- to what extent they agreed or disagreed with the 6 draft objectives (priorities) for Swansea Council, in order to continue to improve well-being in Swansea;
- to what extent they agreed or disagreed with each of the steps to deliver each of the priorities.

Overall, the results of the survey showed a relatively high level of agreement with the 6 objectives, which is in line with the results of previous consultations:

- 88% of respondents agreed that Safeguarding People from Harm should be a priority for Swansea Council.
- 93% agreed that Education and Skills should be a priority for the Council.
- 87% agreed that Transforming our Economy and Infrastructure should be a priority for the Council.
- 90% agreed that Tackling Poverty and Enabling Communities should be a priority for the Council.
- 75% agreed that Delivering on Nature Recovery and Climate Change should be a priority for the Council.
- 75% agreed that Transformation and Financial Resilience should be a priority a priority for the Council.

There was a similar level of agreement with each of the proposed steps to deliver each of the Well-being Objectives.

Within our approach to Corporate Safeguarding, and through a focus on promoting a 'Safe Voice' approach, we are working with the vulnerable person in mind, at the centre of everything we do and fully engaged with decisions that impact their lives and striving to further develop our advocacy offer. Swansea is aiming to ensure individuals have a "safe voice" on safeguarding matters by providing stronger voice, meaningful control over the support they receive and remove any barriers to achieving their wellbeing outcomes.

Swansea Council undertook its first climate change survey in 2021 attracting almost 1000 responses and demonstrating overwhelming public support for action on nature recovery and climate change. This engagement is to be repeated reaching out to an even greater diversity of service users in 2023.

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

- The consultations undertaken in Spring 2022 in January/February 2023 told us that there is popular and widespread public support for the Councils Well-being Objectives and steps in its Corporate Plan.
- Learning from the recent pandemic, recent challenges and by looking forward through the Plan's next steps to ensure that the Well-being Objectives remain the key focus going into 2023 and beyond, as we carry on working in partnerships to improve outcomes.

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

Through the Corporate Management Team there is strong governance in place, and clear oversight of the improvement journey, and compliance against standards in all service areas. The draft Plan and IIA has been informed and amended during the process as a result of ongoing feedback from the stakeholders involved.

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

## Section 5 – Duties (please see guidance)

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

Public Sector Duty – how will the initiative address the below?	
Foster good relations between different groups	<p><b>Safeguarding People from Harm</b> - The recent pandemic highlighted good practice in cooperative approaches to tackling complex issues impacting on individuals, services and communities. It also raises a number of questions about human rights and the need to protect the rights of people in health and social care. Many organisations and their employees are involved in safeguarding and protecting vulnerable people, and the Plan (initiative) focuses on improving our public service offers, strengthening our workforce and promoting their wellbeing, and building partnerships that work together through deep engagement to coproduce a better way forward. By working in partnership, promoting accessible services, sound professional practice and safe and the safe and secure sharing of information we can continue to have our eyes and ears open to the experiences of those either using or working in the care sector, and to promote safeguarding as “everyone’s business”.</p> <p><b>Improving Education &amp; Skills</b> - Wider equalities work is being undertaken to develop an overall Equalities plan for schools. The new curriculum will support mutual respect, tolerance and citizenship.</p> <p><b>Transforming our Economy &amp; Infrastructure</b> - The chapter will be delivered in the context of the strategic direction for economic regeneration regionally and locally over the next ten years set through the new REDP, which aims to create an economy that is resilient and sustainable; enterprising and ambitious; and balance and inclusive. It is expected that it will have a positive impact on people and communities in Swansea by improving economic performance and creating sustainable employment opportunities. Cultural assets, events and network activity helps people to understand each other and brings communities together.</p> <p><b>Tackling Poverty &amp; Enabling Communities</b> - We will work in partnership with a wide range of organisations, groups, networks and forums involved in tackling poverty and enabling communities. We will build on the existing relationships through local, regional and national initiatives working this space. We will work with local communities, supported by community leaders and activists, to establish collaborative ways of working that enable communities to become resilient and self-reliant.</p> <p><b>Delivering on nature recovery and climate change</b> - The nature recovery and climate change objective is underpinned by a commitment to an equitable and just transition. Climate change impacts everybody so all groups have the opportunity to work in a collaborative way towards shared goals bringing communities together.</p> <p><b>Transformation &amp; Financial Resilience</b> - Our Strategic Equality Plan 2020-24 provides the framework in which the Council meets its public sector duty. We monitor progress on the delivery of steps and the implementation of the plan on an annual basis through our Annual Equality and Diversity report. We also report on the protected characteristics of the</p>

	<p>work force and the Gender pay gap on an annual basis. The aims and objectives of our Strategic Equality plan are incorporated within our Workforce 2022-26 strategy as equalities are a specific strand within this strategy and accompanying action plans. Our Safer Swansea strategy, Community Cohesion Plan and cultural offer are also designed to foster good relations between different groups, eliminate discrimination, harassment and victimisation and advance equality of opportunity.</p>
<p>Elimination of discrimination, harassment and victimisation</p>	<p><b>Safeguarding People from Harm</b> - In Swansea, our safeguarding practice is focused on the child or person at the centre of the concern, and by working towards a set of agreed safe outcomes. By working collaboratively to identify and prevent abuse and neglect, where possible. To ensure all agencies, services and individuals can give timely and proportionate responses, in all circumstances, when possible, occurrences of abuse or neglect of children and adults at risk are noticed at an early stage- accessing our early intervention and preventative approaches.</p> <p><b>Improving Education &amp; Skills</b> - EYST are commissioned to provide support work for young people and their families from Black, Minority, Ethnic through the WG Families First Programme. Show Racism the Red Card is commissioned to provide awareness raising sessions in schools. The Education Welfare service provides advice and guidance on issues relating to bullying and any links to non-attendance. Peer-on-Peer bullying and harassment is a key workstream within the new Inclusion Strategy that will be published shortly. LGBT support is provided by the YMCA and Stonewall Cymru through a commissioned contract. The majority of schools have undertaken Prevent training and an online resource is made available.</p> <p><b>Transforming our Economy &amp; Infrastructure</b> - Protect and promote the health, well-being, safety and consumer interests of people living in or visiting Swansea by working with others to maintain public safety across the range of regulatory services such as pollution, scams and unfair trading, public health and housing issues, etc. Cultural assets, events and network activity help people to understand each other and brings communities together.</p> <p><b>Tackling Poverty &amp; Enabling Communities</b> - We understand that discrimination, harassment and victimisation can exist across communities and affect people in poverty in different ways. People in poverty are often in more vulnerable positions and subject to stigma relating to their circumstances, such as children becoming victims of bullying at school when they can't afford school meals or sanitary products. We will deliver services and initiatives that target elimination of these situations, such as Free School Meals and Period Dignity grants. We will engage with people with lived experience of poverty – working through the Swansea Poverty Truth Commission and our wider poverty networks and forums – to explore their experiences of discrimination, harassment and victimisation to understand and explore actions to address these issues.</p> <p><b>Delivering on nature recovery and climate change</b> - Net Zero Swansea actions and efforts to stimulate nature recovery and improve the quality and accessibility of environmental assets aims to promote inclusivity and equality.</p> <p><b>Transformation &amp; Financial Resilience</b> - Our Strategic Equality Plan 2020-24 provides the framework in which the Council meets its public sector duty. We monitor progress on the delivery of steps and the implementation of the plan on</p>

	<p>an annual basis through our Annual Equality and Diversity report. We also report on the protected characteristics of the work force and the Gender pay gap on an annual basis. The aims and objectives of our Strategic Equality plan are incorporated within our Workforce 2022-26 strategy as equalities are a specific strand within this strategy and accompanying action plans. Our Safer Swansea strategy, Community Cohesion Plan and cultural offer are also designed to foster good relations between different groups, eliminate discrimination, harassment and victimisation and advance equality of opportunity.</p>
<p>Advance equality of opportunity between different groups</p>	<p><b>Safeguarding People from Harm</b> - Our safeguarding work is underpinned by the principle of co-production that adults and children who use care and support, as well as their families and carers, work together to create support that works for them and helps to achieve the outcomes they have identified. Our approach is values driven and built on evidence-based practice frameworks, such as Signs of Safety and Collaborative Communication, which are strengths-based; meaning that people, families, groups or communities who use a service are best placed to help design, improve or shape it. We will do this directly in our work where appropriate, but we will also make sure we follow this approach in all our safeguarding activities.</p> <p><b>Improving Education &amp; Skills</b> - Many workstreams within Education’s work aim to provide equity for learners. There are many workstreams to provide additional support services for vulnerable learners so they may also access opportunities.</p> <p><b>Transforming our Economy &amp; Infrastructure</b> - Employability support will help different groups to access economic opportunities.</p> <p><b>Tackling Poverty &amp; Enabling Communities</b> - We recognise that ‘poverty of opportunity’ is an important factor in tackling poverty and enabling communities, as where opportunity is constrained (by factors such as lack of investment in meaningful jobs or lack of community resources to support early intervention initiatives) this limits the choices for people to reduce poverty and improve their personal prosperity. This looks different in different communities (in terms of both geographical areas and shared characteristics) so we will develop approaches and ways of working to improve equality of opportunity and address the barriers that stop some people from accessing these opportunities.</p> <p><b>Delivering on nature recovery and climate change</b> - Improvements to the natural environment and action on climate change aims to bring communities together and increase the cohesiveness of communities.</p> <p><b>Transformation &amp; Financial Resilience</b> - Our Strategic Equality Plan 2020-24 provides the framework in which the Council meets its public sector duty. We monitor progress on the delivery of steps and the implementation of the plan on an annual basis through our Annual Equality and Diversity report. We also report on the protected characteristics of the work force and the Gender pay gap on an annual basis. The aims and objectives of our Strategic Equality plan are incorporated within our Workforce 2022-26 strategy as equalities are a specific strand within this strategy and accompanying action plans. Our Safer Swansea strategy, Community Cohesion Plan and cultural offer are also</p>



designed to foster good relations between different groups, eliminate discrimination, harassment and victimisation and advance equality of opportunity.

**Socio-economic Duty - Describe any issues identified as a result of the initiative for those people experiencing and living in poverty**

a) Communities of place

**Safeguarding People from Harm** - Safeguarding as ‘everyone’s business’ promotes community and contextual safeguarding of our most vulnerable people. Our approach in Swansea acknowledges that everybody in the wider community is responsible for safeguarding vulnerable individuals and requires raising awareness of safeguarding issues and knowing what to look for in order to identify signs that harm is occurring. By working together as a community, we will be able to make the places we live and spend time in safer. Harm does not only occur to children, young people in the home or in school. With so much time spent in the community, with potentially less supervision, children and young people are at risk in a variety of ways including violence, knife crime, county lines, sexual harassment or assault, and grooming.

**Improving Education & Skills** - The duty will not apply to schools. School Governing Bodies are created by section 19 of the Education Act 2002 and are statutory corporations. They therefore have a distinct legal identity from Local Authorities. The LA recognises that in Swansea, the effects of poverty on pupils can be profound and in schools with challenging contexts, teachers and leaders are often required to develop specific ways of working to mitigate against the risks of disaffection and disengagement of pupils. Effective use of the Pupil Development Grant is key. The LA will work with schools to support reduction of the impact of poverty for learners in Education.

**Transforming our Economy & Infrastructure** - Regeneration and revitalisation of the city centre, district and local centres will have a positive impact on local communities and the people who live, shop, work and visit these areas. Transport and other infrastructure will help connect people and increase access to amenities.

**Tackling Poverty & Enabling Communities** - This Corporate Priority is focused directly on addressing the issues related to poverty in the geographical communities across Swansea. The Council’s statutory duty remains to safeguard the most vulnerable people in our communities and to ensure care and support is available to people in need.

**Delivering on nature recovery and climate change** - A just transition and nature recovery aim to reduce inequalities as the most vulnerable communities are often situated in socially disadvantaged areas of poor air quality, flooding or limited access to nature.

**Transformation & Financial Resilience** - The Transformation and Financial Resilience of the Council will have a positive impact on local people in terms of the services they receive and Council’s owned facilities and assets.

<p>b) Communities of interest</p>	<p><b>Safeguarding People from Harm</b> - Swansea's approach to contextual safeguarding, as the first local authority in Wales, and to corporate safeguarding takes into account a wider range of potential abuse across a wide spectrum of behaviours. Our approach recognises the different relationships that children and young people have outside of their family and that these relationships may act as protective factors but may also present a risk to harm. Without the influence and existence of the contextual safeguarding framework, we would have limited prospects to understand the extra-familial experiences of children and young people and or have the opportunity to prevent future harm through understanding the context of young people's lives. Similarly with adults, we have to work closely in partnerships to understand the nature of vulnerability and how best to prevent harm abuse or neglect.</p> <p><b>Improving Education &amp; Skills</b> - The duty will not apply to schools. School Governing Bodies are created by section 19 of the Education Act 2002 and are statutory corporations. They therefore have a distinct legal identity from Local Authorities. The LA recognises that in Swansea, the effects of poverty on pupils can be profound and in schools with challenging contexts, teachers and leaders are often required to develop specific ways of working to mitigate against the risks of disaffection and disengagement of pupils. Effective use of the Pupil Development Grant is key. The LA will work with schools to support reduction of the impact of poverty for learners in Education.</p> <p><b>Tackling Poverty &amp; Enabling Communities</b> - This Corporate objective is focused directly on addressing the issues related to poverty in the communities of shared characteristics and interests across Swansea. We recognise that further co-production activity is needed with insight from specific groups representing protected characteristics and we plan to incorporate these activities into the refresh of the Tackling Poverty Strategy as well as ongoing participation and engagement with these communities through various Council-led community enablement services and initiatives.</p> <p><b>Transforming our Economy &amp; Infrastructure</b> - Barriers to employment have been identified and will be addressed through employability support &amp; creation of job opportunities as well as integrated transport improvements. A cultural network will connect those with cultural communities of interest.</p> <p><b>Delivering on nature recovery and climate change</b> - Improvements to active travel infrastructure enables wider access to low no cost transport options. Local greenspace and wildlife site volunteering opportunities improve mental health and create connections in communities.</p> <p><b>Transformation &amp; Financial Resilience</b> - The Transformation and Financial Resilience of the Council will have a positive impact on local people in terms of the services they receive and Council's owned facilities and assets</p>
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**How does your proposal ensure that you are working in line with the requirements of the Welsh Language Standards (Welsh Language Measure (Wales) 2011)? (beyond providing services bilingually)**

<p>a) To ensure the Welsh language is</p>	<p><b>Safeguarding People from Harm</b> - More than just words is Welsh Government's strategic framework for promoting the Welsh language standards in health and social care first published in 2016, and updated in 2022. Swansea Council has recently updated its action plan to implement change in the keys policy areas: Welsh language planning and</p>
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<p>not treated less favourably than the English language</p>	<p>policies including data; supporting and developing the Welsh Language skills of the current and future workforce; sharing best practice and an enabling approach.</p> <p><b>Improving Education &amp; Skills</b> - The LA will promote and deliver a service dedicated to promoting equal access to children’s right to be able to speak transactional Welsh by the time they are 16 years old. All publicly published material is bilingual in accordance with the Welsh Language Standards.</p> <p><b>Transforming our Economy &amp; Infrastructure</b> - All materials that appear in the public domain that are associated with this work will be undertaken in accordance with the current Welsh Standards and as per the Council’s corporate commitment to fulfilling these. People will also have equal opportunity to converse about projects in Welsh through the Council’s established communications channels.</p> <p><b>Tackling Poverty &amp; Enabling Communities</b> - Swansea Council Social Services is delivered in line with the Welsh Language standards, and working towards the objectives set by the Mwy Na Geiriau framework for Health and Social Care, in particularly promoting the active offer, continuously improving the quality of our services and through a Workforce development strategy.</p> <p><b>Delivering on nature recovery and climate change</b> - All materials that appear in the public domain that are associated with this work will be undertaken in accordance with the current Welsh Standards and as per the Council’s corporate commitment to fulfilling these. Projects are promoted in Welsh through the Council’s established communications channels.</p> <p><b>Transformation &amp; Financial Resilience</b> - All materials that appear in the public domain that are associated with this work will be undertaken in accordance with the current Welsh Standards and as per the Council’s corporate commitment to fulfilling these. People will also have equal opportunity to converse about the project in Welsh through the Council’s established communications channels.</p>
<p>b) That every opportunity is taken to promote the Welsh language</p>	<p><b>Safeguarding People from Harm</b> - Swansea Council promotes an ‘Active Offer’ which means providing a service in Welsh without someone having to ask for it. This should take the responsibility off the service user to ask for a service through the medium of Welsh.</p> <p><b>Improving Education &amp; Skills</b> - Welsh heritage and linguistic identity is a strong feature of curriculum reform.</p> <p><b>Transforming our Economy &amp; Infrastructure</b> - All materials that appear in the public domain that are associated with this work will be undertaken in accordance with the current Welsh Standards and as per the Council’s corporate commitment to fulfilling these. People will also have equal opportunity to converse about projects in Welsh through the Council’s established communications channels. All cultural, leisure and creative events and networks celebrate via both the English and Welsh languages.</p>

	<p><b>Tackling Poverty &amp; Enabling Communities</b> - Swansea Council Social Services is delivered in line with the Welsh Language standards, and working towards the objectives set by the Mwy Na Geiriau framework for Health and Social Care, in particularly promoting the active offer, continuously improving the quality of our services and through a Workforce development strategy.</p> <p><b>Delivering on nature recovery and climate change</b> - All materials that appear in the public domain that are associated with this work will be undertaken in accordance with the current Welsh Standards and as per the Council's corporate commitment to fulfilling these. Projects are promoted in Welsh through the Council's established communications channels.</p> <p><b>Transformation &amp; Financial Resilience</b> - All materials that appear in the public domain that are associated with this work will be undertaken in accordance with the current Welsh Standards and as per the Council's corporate commitment to fulfilling these. People will also have equal opportunity to converse about the project in Welsh through the Council's established communications channels.</p>
<p>c) Increase opportunities to use and learn the language in the community</p>	<p><b>Safeguarding People from Harm</b> - We recognise that users of social care services may feel more comfortable discussing personal and emotional matters in their first language. Making an 'Active Offer' will help to ensure a quality service that meets the user's needs.</p> <p><b>Improving Education &amp; Skills</b> - Support for the use of Welsh outside the classroom will be an integral part of strategic planning.</p> <p><b>Transforming our Economy &amp; Infrastructure</b> - All materials that appear in the public domain that are associated with this work will be undertaken in accordance with the current Welsh Standards and as per the Council's corporate commitment to fulfilling these. People will also have equal opportunity to converse about projects in Welsh through the Council's established communications channels. All cultural, leisure and creative events and networks celebrate via both the English and Welsh languages.</p> <p><b>Tackling Poverty &amp; Enabling Communities</b> - Swansea Council Social Services is delivered in line with the Welsh Language standards, and working towards the objectives set by the Mwy Na Geiriau framework for Health and Social Care, in particularly promoting the active offer, continuously improving the quality of our services and through a Workforce development strategy.</p> <p><b>Delivering on nature recovery and climate change</b> - Information provision, training and events encourage Welsh language medium participation. Welsh is spoken and encouraged by volunteers.</p>

**Transformation & Financial Resilience** - All materials that appear in the public domain that are associated with this work will be undertaken in accordance with the current Welsh Standards and as per the Council's corporate commitment to fulfilling these. People will also have equal opportunity to converse about the project in Welsh through the Council's established communications channels.

**United Nations Convention on the Rights of the Child (UNCRC): Many initiatives have an indirect impact on children and you need to consider whether the impact is positive or negative in relation to both children's rights and their best interests**

**Will the initiative have any impact (direct or indirect) on children and young people (think about this age group holistically e.g. disabled children, those living in poverty or from BME communities)?**

Swansea Council has coproduced a Children and Young People's Rights Scheme. Also, on the findings of a public consultation on the Children's Rights scheme, in terms of priorities for children and young people were incorporated into a report approved by Council in November 2021. [Update on Children and Young People's Rights Scheme 2021](#). Children and young people will benefit from a balanced and inclusive economy. Children and young people will experience future increasing impacts of climate change and loss of biodiversity and are often passionate about the topic with natural environment concerns regularly being prioritised at Pupil Voice engagement events run by the participation team for school age children. The Corporate Plan seeks to tackle climate change and help nature recover so will have a direct positive impact. This will have an even greater impact where children have health conditions exacerbated by air quality, do not currently have access to biodiverse community green spaces or struggle with mental health issues. The actions outlined the transformation objective of the corporate plan aim to have a positive effect; they will create a transformed and financial sustainable Council which children and young people will benefit from.

Poverty has a significant impact on children and young people. In the Future Generations Commissioners Report, it was highlighted that Wales was the only UK nation to see child poverty grow since it was last measured in 2017/18. In the Bevan Foundation report, it was highlighted that the number of people in households with one or two children who are having to cut back on food for children has nearly doubled. Wider evidence shows that some children are at an even greater disadvantage such as those born into generational poverty, those living in the most deprived areas and disabled children. The impacts of poverty – such as impacts on childhood development, identity, education, food, clothing and so on – directly impact on the rights of the child. Further investigation on this area is required as there is recognition that more work needs to be done in relation to children in poverty across Wales. In the Audit Wales Report 'Time for Change – Poverty in Wales', one of the key recommendations is for Welsh Government to refresh the national Child Poverty Strategy with appropriate targets and performance measures that, once implemented, will align with regional and local action to improve the lives of children and young people. We will be working with Welsh Government and other stakeholders to contribute to this work and ensure the targets, standards and indicators are incorporated into our local strategies, policies and plans.

**All initiatives must be designed / planned in the best interests of children and young people.**

*Best interests of the child (Article 3): The best interests of children must be the primary concern in making decisions that may affect them. All adults should do what is best for children. When adults make decisions, they should think about how their decisions will affect children. This particularly applies to budget, policy and law makers.*

**Please explain how you meet this requirement:**

Swansea's Corporate Parenting Board is a group of councillors who have a lead role in promoting the role of corporate parenting within and outside the local authority and additional formal responsibilities relating to corporate parenting  
<https://staffnet.swansea.gov.uk/corporateparenting>.

Plans are aligned with our Climate Change & Nature Strategy and action plans to ensure the environment is protected for future generations, that sustainable communities are promoted and that we promote and enhance a diverse and sustainable local economy, all of which create economic conditions that support economic wellbeing for families and future economic opportunities for young people to access. Schools are fully engaged in climate change and nature recovery activities in alignment with this objective, for example via activities at a waterfront museum Children's Rights Day event where their views fed into the development of the Corporate Plan. Programmes such as Eco Schools and Energy Sparks in schools enable children to help make decisions at a school level, and Eco Committees are established in most schools and provide a way for children's views to be heard and influence decision making.

The Corporate Plan supports a good quality education for all children and young people in Swansea that is child-centred, inclusive, participative and promotes: Article 3 - All organisations concerned with children should work towards what is best for each child; Article 12 - Respect for the views of the child; Article 18 - Both parents share responsibility for bringing up their children. We should help parents by providing services to support them; Article 28 - Children have a right to an education. Discipline in schools should respect children's human dignity; Article 29 - Education should develop each child's personality and talents to the full; Article 30 - Children have a right to learn and use the language and customs of their families.

This Corporate Plan will deliver actions and changes that positively contribute to the lives of children and young people including taking their needs, rights and best interests into consideration. The 'voice of the child' should be heard when we are co-producing our services, approaches and actions that impact on their lives. Working with communities to enable them to be as strong, resilient, connected and prosperous as they can should involve children and young people to ensure their needs are met and their rights are upheld.

Plans are aligned with our new approach to transformation and protecting future generations, which promote a sustainable and financially resilient Council and promote and enhance a diverse local Council, which create conditions that support wellbeing for families and future opportunities for young people to access.

## Section 6 - Sustainable Development

The Well-being of Future Generations Act (Wales) 2015 places a well-being duty on Swansea Council to carry out sustainable development. This is in line with the Council’s Sustainable Development Policy and our Corporate Plan’s Well-being Objectives. We must work in a way that improves the economic, social, environmental and cultural well-being of Wales, by taking action, in accordance with the sustainable development principle, aimed at achieving the well-being goals.

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

*PLEASE OVERWRITE OR DELETE GUIDANCE/SUGGESTIONS IN RED*

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

The Five Ways of Working	Examples or summary of how applied
<p><b>Long term</b> - The importance of balancing short-term needs while safeguarding the ability to also meet long-term needs</p>	<p>The Welsh Government has published ‘A Healthier Wales’: <a href="https://gov.wales">A Healthier Wales (gov.wales)</a>            This plan sets out a long-term future vision of a ‘whole system approach to health and social care’, which is focussed on health and wellbeing, and on preventing illness. Swansea Council’s corporate priority on safeguarding our most vulnerable people takes a long term, strategic view of the changes needed to implement this vision by incorporating our transformation and modernisation programmes locally and regionally. We will have a greater emphasis on preventing crisis, on supporting people to manage own care, support and wellbeing, and on enabling people to live independently at home for as long as they can, supported by new technologies, flexible services, strengths-based social work practice and by integrated health and social care services which are delivered closer to home within supportive communities.</p> <p>Partneriaeth Sgiliau Abertawe (Swansea Skills Partnership) has been established to look at the longer-term employment opportunities arising from the Swansea Bay City Deal and other longer-term skills required. This will help inform the skills required for learners to be able to fulfil these roles. The Welsh in Education Strategic Plan published by Swansea in 2022 is a ten-year strategy to increase the provision and use of the Welsh Language. The schools’ estate is regularly audited to ensure learning environments are safe for current and future learners. The 21<sup>st</sup> Century Schools and Sustainable Communities for Learning Programmes by Welsh Government provides opportunities to improve and create learning environments fit for the future.</p> <p>We will continue to strike a balance between the short-term needs of people in poverty (such as the need for housing and essential resources like food and clothes) with helping people to improve their personal prosperity and long-term aspirations for the future. We adopt a person-centred, strengths-based to our services to ensure that we consider the short and long term needs of the individual, family or community with whom we are working. We will develop a data framework that aligns national, regional and local data sets to develop demand forecasts and future trend analysis relating to tackling poverty and enabling communities. The refresh of the Tackling Poverty Strategy will enable us to co-produce a vision for the next 4-5 years and plan the right actions to achieve</p>

	<p>this vision in partnership with our local supporters, stakeholders and networks. We recognise the national picture of poverty in Wales and the wider societal contributing factors that will impact on this area. We also recognise the role of communities in making long-term changes to become more welcoming, self-resilient, connected and cohesive.</p> <p>The Corporate Plan is a five year plan, which will be reviewed annually to take into account any shifting trends or increasing demands and changing needs. There are positive long term effects from the implementation of the economic actions outlined within the Plan. The transition to Net Zero and journey towards Nature Recovery is a generational shift with clear long term outcomes. The 2050/2030 timeframe although long term runs alongside immediate, short term action recognising the urgency of the climate and nature emergency responses necessary.</p>
<p><b>Long term</b> - The importance of balancing short-term needs while safeguarding the ability to also meet long-term needs</p>	<p>The transformation objective focuses on a generational vision for Swansea and helps us put steps in place now to help us work towards a more sustainable future in an increasingly fast moving and unpredictable world. Many of the steps require action in the current year to lay the foundations for effective and efficient working in future years. For example, our operational estate rationalisation plans will contribute to the Net Zero Swansea over the longer term as well as ensuring financial resilience in the long term. We are focused on meeting the long term needs of our diverse population by identifying and taking action to address long term challenges now.</p>
<p><b>Prevention</b> - Acting to prevent problems occurring or getting worse</p>	<p>Swansea’s approach to safeguarding our most vulnerable people places a strong emphasis on wellbeing, prevention and early intervention through multi agency partnership working, and delivered with clear regional governance and local scrutiny.</p> <p>Early intervention is key to preventing problems occurring or getting worse. For example, the Cynnydd project support learners who are at risk of becoming NEET. Funding for this project has been secured to continue in 2023 and new opportunities are in development to support learners with a range of needs. The Inclusion and Equity in education strategies will identify preventative actions in addition to swift intervention where problems occur. In line with ALNET Act 2018, early identification of need is important to support learners access education. A review is taking place to ensure that there is suitable specialist provision for learners with ALN and provision of early support. Good quality teaching is a key factor in successful education. If we ensure that Swansea teachers and leaders are given professional and career development that is aligned to national renew and reform policies and strategies, we can sustain a strong workforce to meet the diverse and emerging needs of children across all Swansea schools.</p> <p>Interventions to help people access employment opportunities and increase their economic wellbeing will help break the poverty trap which will also benefit future generations. Interventions will address the root causes of not being able to gain employment. Supporting the business community and new start-ups will help create an</p>



	<p>ongoing supply of jobs for people. Establishing South West Wales as a UK leader in renewable energy and the development of a net zero economy will help prevent climate change getting worse, and also create employment opportunities.</p> <p>The development of a Net Zero economy and reduction in emissions will help prevent climate change but also enable Swansea to benefit from the green economy and transition to new technologies. Tree planting now will provide sequestration, water retention and heat absorption services in future years. Investing in solar farms today, improves energy security for tomorrow. While the creation of active travel infrastructure not only reduces emissions but improves the future health of the population by encouraging movement.</p> <p>We will use early interventions, strategic partnerships and community-led initiatives to take a preventative approach to not only poverty but the wider impacts of poverty to ensure that escalating needs are addressed before service interventions are required. We aim to resolve issues through preventative action instead of relying on crisis support, reducing demand on important services by identifying and addressing the core issues of poverty early and effectively. Where there are issues around intersectionality or barriers to preventing problems escalating, we will work with our partners to take a collaborative approach to addressing these issues. We recognise that tackling poverty is about more than just access to financial security and that issues such as wellbeing, confidence, skills and factors that impact on individual circumstances (such as relationship breakdowns, substance misuse, and so on) need to be addressed through this collaborative approach.</p> <p>The transformation objective helps the Council prepare for and manage current and future external risk, preparing for future digital challenges and being able to flex and respond to cyber challenges. Areas of focus such as workforce development aim to identify and preclude future issues and demand by investing in robust operational models, organisational structures and staff training.</p>
<p><b>Integration</b> -Considering impacts upon each of the well-being goals, well-being objectives, local well-being objectives, or on the objectives of other public bodies</p>	<p>Swansea Council takes a whole system approach to health and social care, and to ensure that service offers are fair, transparent and equitable. Services and support will deliver the same high-quality care and support, and achieve more equal health and wellbeing outcomes for citizens throughout their lives.</p> <p>The initiative supports Swansea’s well-being objectives for education and skills in that corporately we want Swansea to be one of the best places in the world for children and young people (CYP) to grow up. We want children to achieve and be resilient so that they go onto further education, employment or training. We want to promote local and global citizenship and learners that are engaged. We want to meet the needs of vulnerable learners and we want CYP to have good Welsh language skills. The objectives above are aligned to curriculum and teaching standards professional learning that will be delivered for Swansea schools.</p> <p>The Corporate Plan is developed in line with the Regional Economic Delivery Plan (REDP) and the Well-being of Future Generations Act has been considered throughout the preparation of both the REDP and Corporate Plan. Annex B of the Regional Economic Delivery Plan sets out the contributions to the wellbeing goals. Both the REDP and Corporate plan work has also been used to inform the Economic Chapter of the PSB’s Well-being</p>

	<p>Assessment and Local Well-being Plan development and vice versa. The impact on the private and third sector will be positive and both sectors work closely with the Council through the Regeneration Swansea partnership.</p> <p>We will develop a framework for linking our national, regional and local outcomes that demonstrates the contributions of our services and transformation programmes to public body strategies, policies and objectives. This will incorporate wider Corporate Plan objectives, Swansea Local Wellbeing Plan objectives, West Glamorgan Regional Partnership Board Population Needs Assessment (PNA), and the National Outcomes Framework as well as other national, regional and local plans, strategies and policies. Considering the impacts of these wider plans, strategies and policies, we understand the prominence that tackling poverty and enabling communities has in these areas. Poverty is a key contributing factor in the wider context, with the Cost of Living crisis referenced frequently as a key challenge to achieve these various objectives and goals. Communities are recognised as playing a key role in addressing this challenge and the roles of private and third sector organisations is vital to enable communities to make an effective contribution to local wellbeing. We have established relationships and connections through our various poverty and community related groups, forums and networks; this will help us to plan and take action to deliver the Corporate poverty objective.</p> <p>The Net Zero elements of the objective have been developed in line with Welsh Government Net Zero Wales guidance around emissions reporting and uses the framework common to the whole public sector to structure and report on action. The Objective and steps were developed using information collated in the Assessment of Local Well-being and are in alignment with Local Well-being Objectives and steps in the Local Well-being Plan. The Swansea Climate Charter Signatories Group activity will integrate actions further particularly with third sector and private sector partners.</p> <p>We continue to align key approaches and policies with those of our partners exploiting synergies wherever possible for example by taking a one Swansea approach to making Swansea a Human Rights City. The local expression of national and regional plans are embedded into the objective. Our performance management and governance aims are characterised by the alignment of key plans and strategies such as the Corporate Plan, Medium Term Financial Strategy and Transformation Plan.</p>
<p><b>Collaboration</b> - Acting together with other services or external organisation towards our well-being objectives</p>	<p>The Safeguarding People and Tackling Poverty Corporate Development Committee has been reconstituted to support the delivery on Council's corporate priorities and policy commitments. This Committee has put together a work programme to support our work with the most vulnerable people and by coproducing policy with other organisations, such as Swansea Council for Voluntary Services. The Corporate Safeguarding Steering Group is an effective corporate safeguarding culture requires strong, visible, leadership presence, ensuring that senior officer and their workforce receives positive, professional and consistent backing in carrying out Council activities. This has been evident during this most difficult, challenging period, and though the vast range of actions taken in keeping people safe and well. All named safeguarding officers are working effectively together under the direction of a Corporate Safeguarding group, which meets quarterly, and is jointly chaired by the Director of Social Services and the Cabinet Member for Care Services.</p>

	<p>There are well established working relationships with other Directorates and teams across the LA. These include Social Services Directorate for a number of services to support children and young people. The Education Directorate also works with other teams, e.g. External Funding to identify opportunities for learners e.g. Cynnydd, employability opportunities. The Swansea Parent Carer Forum has been involved particularly with the ALN Transformation programme to support the LA's preparedness for the new legislation. Their input has been highly valued to ensure the views of parents and carers are understood when developing services. More recently, they have been involved in the development of a new attendance policy which will be published in 2023. The LA will continue to work with the Parent Carer Forum and wider parent and carer representatives. There are key consultative partnership groups that have been developed to work together to plan and deliver key objectives. These include Partneriaeth Sgiliau Abertawe / Swansea Skills Partnership, Partneriaeth Addysg Gymraeg Abertawe / Swansea Welsh in Education Partnership and the School Improvement Partnership. These partnerships have a wide range of representation including schools, further education, higher education, and LA officers. The Education Directorate has worked with Swansea Councils Corporate Delivery Committee for Education &amp; Skills to discuss the development of key strategies and obtain the feedback of Members to strengthen planning.</p> <p>The REDP and action in this corporate plan will be delivered in partnership with private/public and third sectors. Close working relationship exist through the Regeneration Swansea partnership which drives forward the sustainable regeneration of Swansea.</p> <p>We will work with partners and stakeholders on a 'whole systems approach' to tackling poverty and enabling communities including communities themselves to reflect the diversity of our population and the opportunities available from collaboration and service integration. Our two key oversight groups – the Swansea Council Poverty Forum and Enabling Communities Network Group – bring together the leads from the relevant Council departments, teams, services and functions that will contribute to achieving this Corporate Priority. The existing external groups, networks and forums identified provide connections to other sectors and organisations who will be partners and stakeholders in these actions but we will continue to build relationships and connections across various boundaries. We have already put in place collaborative working practices and shared resources such as in helping to establish the Swansea Poverty Truth Commission</p>
<p><b>Collaboration</b> - Acting together with other services or external organisation towards our well-being objectives</p>	<p>Action in this corporate plan will be delivered in partnership with private/public and third sectors. Close working relationships exist with partners via the Swansea Climate Charter Signatories Group and Swansea Public Services Board partners. Net Zero Swansea 2050 is a collaborative rather than Council led target which will help build the wide support necessary for success.</p> <p>We will continue to work to improve internal collaboration by best leveraging technology as well via our workforce strategy and commitment to training but foster improved external collaboration with partners in</p>

	<p>Swansea across the public, private and third sectors via Swansea Public Services Board. We work closely 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).</p>
<p><b>Involvement</b> - Involving people with an interest in achieving the well-being goals (everybody), and ensuring that those people reflect the diversity of the area served</p>	<p>Swansea Council believes that everyone, adult or child, should be given a voice, an opportunity, their right to be heard as an individual and a citizen, to shape the decisions that affect them, to have control over their day to day lives and to be firmly at the centre of their own wellbeing journey. Some examples of involvement include:</p> <p>We have a strong Co-production Network in Swansea, hosted by Swansea CVS, and together, a coproduction strategy aims to give people clarity and resources to build their knowledge and practice in this area. This includes the development of a training programme for staff to better understand and implement co-productive practice. <a href="https://twitter.com/swanseacopros">https://twitter.com/swanseacopros</a></p> <p>Swansea Parent Carer forum are helping the whole system learn from individual stories. The Forum listens and feed the voice of parent carers into decision making. Then to feed back to parent carers. The group sits on working groups with the Local Authority, Health Board and West Glamorgan Regional Partnership. They also arrange training for other parent carers.</p> <p><a href="https://swanseapcf.org/">https://swanseapcf.org/</a></p> <p>The Local Area Coordination team, Swansea, now has coverage across the whole City and County. The team has been involved in research from both Swansea and Hull universities, conducting evaluations into our approach to applying Local Area Coordination principles within our local communities. Researchers have reflected on meeting people from across Swansea, who willingly share their stories, their journeys, and the challenges they have faced and community activities they have been involved in.</p> <p><a href="https://storiesfromlac">storiesfromlac</a></p> <p>The Directorate has a Stakeholder and School Support Team that provides advice and guidance across the Directorate on ensuring that stakeholder engagement mechanisms are used at the earliest opportunity. The close structure of the Education Directorate Senior Leadership Team ensures that staff who have specialist knowledge of key areas have sight of plans and development of work at an early stage to ensure that the right areas are involved.</p> <p>The interests of individuals and business are represented through key groups and organisations such as the Federation of Small Businesses, SCVS through membership of the Regeneration Swansea partnership. Regular communication channels with key stakeholder groups such as business are also in place eg regular newsletters, and additional involvement is undertaken as required on initiatives eg drop in sessions, visits to businesses, surveys.</p>

	<p>Collectively supporting the wider Swansea 2050 Net Zero ambition, means working alongside citizens, schools, businesses, community groups and environmental partners. A diversity of people will need to be engaged in new ways to ensure the huge level of involvement and buy in to succeed. This also means reaching out to people not currently involved in taking action on nature recovery and climate change.</p>
<p><b>Involvement</b> - Involving people with an interest in achieving the well-being goals (everybody), and ensuring that those people reflect the diversity of the area served</p>	<p>We will embed the principles of human rights and co-production across our tackling poverty and enabling communities programmes and initiatives, mapping the experiences and capturing the voices of people with lived experience of poverty. In line with the recommendations of the 'Time for Change – Poverty in Wales' we recognise the importance of lived experience and will explore the development of experience mapping to improve our understanding of what people in poverty experience and how our services can be targeted to meet their needs. Given the diversity and various socio-economic challenges facing the various communities (both of place and of common interest), we will ensure our actions are targeted at local and hyper local level to build on the strengths and capabilities of the local communities. We also want to get more people with lived experience of poverty engaged in our services and programmes including volunteering and as part of our decision-making processes and structures.</p> <p>The steps help us progress on our involvement journey and extend our capability across the spectrum of involvement from consultation through to the development of coproduction capability and capacity through pilot projects and sharing best practice. We recognise that the complexity of 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 including the involvement of our citizens.</p>

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

Our Corporate Plan's Well-being objectives	Are directly supported by this initiative	Are not directly impacted by this initiative	May be in conflict or adversely impacted by this initiative
Safeguarding People from harm	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improving Education and Skills	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tackling Poverty	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Transforming our economy and infrastructure	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Maintaining and enhancing Swansea's natural resources and biodiversity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Transformation and Future Council development	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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

**Please consider the positives and negatives as a whole. This is an opportunity to analyse the global impact of the proposal where some objectives will be advanced whilst others may be impacted. Where there is a residual negative impact for one or more objectives please show that we have considered mitigation to ensure that negative impacts are lessened. Please detail any conflicts gaps and mitigation measures.**

The council's Corporate Transformation Plan will have a positive effect on all the council's wellbeing objectives and the steps which they contain. The most negative impact is financial. For example, considerable investment is required, and Welsh and UK government support is needed to fully take advantage of the opportunities of net zero and to increase future sustainability. The cross cutting programmes within the plan will have a positive effect across the council and the delivery of the service specific programmes.

**6d) How is contribution to the National Well-being Goals maximised? Where can you add value? Consider the full goal description not just the title.** Consider relevant [Journey Checkers](#). Complete the table below

Well-being Goal (click to view definition)	Primary Goals - tick if key	Any significant positive and/or negative impacts/contributions considered/mitigated
<p><a href="#">A Prosperous Wales:</a> An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work</p>	<input checked="" type="checkbox"/>	<p>The local and regional health and social care market contributes significantly to the local and regional economy, with a skilled, professionalised workforce needed to meet growing demand.</p> <p>There is a wide range of initiatives used by schools and the LA that aim to educate about the importance of climate change and reducing carbon footprint. The Schools Climate Change Forum was launched in 2022. The Directorate adheres to corporate procurement rules. Opportunities are provided to the local economy through school build/refurbishment projects. Opportunities for reducing carbon are identified and deployed in school building projects and enhancements e.g. solar panels. Partneriaeth Sgiliau Abertawe identifies opportunities for learners to have the appropriate skills for the local economy</p> <p>A significant and major positive effect on supporting the local economy; use of low carbon technologies and renewables; developing a skilled population, fit for future technological change; work to achieve a circular economy. The Plan contributes to increasing productivity and economic growth, to support the creation and safeguarding of more, better paid jobs, opportunities for business starts and growth, and further links between the knowledge base and industry.</p> <p>This Corporate objective to tackle poverty and enable communities will contribute to this Well-being Goal by: directly tackling poverty and the impacts of poverty including addressing the 'poverty premium'; supporting people to exit poverty safely and sustainably; increasing personal prosperity helping more people to develop skills and find suitable, sustainable employment opportunities; improving access to relevant information, advice and guidance such as financial inclusion and welfare rights; enabling communities to be more self-reliant and develop initiatives that improve the local economy; building or making more effective use of community assets including resources, skills and facilities; improving services and processes to contribute to improving individuals, families and communities wellbeing and prosperity; addressing the broader implications of poverty and barriers to prosperity such as digital exclusion. We recognise that there are constraints and external factors relating to the global and national economic situation, including the current Cost of Living crisis, that will impact on the above contributions</p>

		<p>The focus on innovative technologies around renewables, hydrogen and electric vehicles supports the local economy and will contribute to sustainable economic growth. The shift to low carbon technologies and renewables will help develop a skilled population, fit for future. Using resources more efficient efficiently to achieve a circular economy ensures we safeguard our natural assets and resources.</p>
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<p><a href="#">A Prosperous Wales:</a> An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work</p>	<input checked="" type="checkbox"/>	<p>All Transformation steps have been designed in the context of a low carbon economy. This means that innovative approaches have been employed and create opportunities both for the Council e.g. via commercial opportunities, development of the economy via a focus on local supply chains, workforce training and development etc.</p>
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<p><a href="#">A Resilient Wales:</a> A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).</p>	<input checked="" type="checkbox"/>	<p>Supporting adults with a range of disabilities and needs to become more independent by promoting access to well-being, learning and work experience opportunities, including support to manage coastal, wildlife and environmental habitats.</p> <p>Positive impact on learning about the natural environment and climate change through providing professional development for educators working on a curriculum focussed on ethical, informed citizenship. A focus on reviewing sufficient, specialist provision in Swansea will aim to provide placements for learners locally, where possible. This will reduce the potential need for learners to be transported further distances and lower carbon emissions.</p> <p>The plan makes a direct contribution through placing an increased emphasis on economic sustainability through focus on the need to decarbonise the economy; renewable energy, and</p>
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		<p>resilience to future technology change through emphasis on responding to and harnessing digitalisation.</p> <p>The Corporate objective to tackle poverty and enable communities will make some contribution to this Well-being Goal by: improving community resilience and self-reliance through enabling communities initiatives; supporting communities planning to use green spaces and infrastructure to achieve well-being outcomes; taking action to improve community cohesion, safety and the feelings and behaviours associated with welcoming, connected communities; enabling communities to become more adaptable and responsive to change by developing relevant skills and experience. We recognise that there will be opportunities to contribute further to this Well-being Goal in the approaches we take to delivering this Corporate objective. For example, as we work with communities to implement change and new initiatives, we will provide advice and guidance (or access to further support where appropriate) around biodiversity, climate change and so on. We will work collaboratively with the relevant Council departments and external organisations as and when required.</p> <p>The plan makes a direct contribution through placing an increased emphasis on economic sustainability through focus on the need to decarbonise the economy; renewable energy, and build resilience by valuing nature and the ecosystem services. 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 help increase biodiversity.</p> <p>We are reducing carbon emissions from our operational estate, developing our local supply chains, improving regional transport planning to facilitate more active travel and use of public transport.</p>
<p><a href="#">A Healthier Wales</a> A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.</p>	<p><input checked="" type="checkbox"/></p>	<p>By working together health and social care services have responded to challenges posed by the pandemic to safeguard people from harm, improving their physical, emotional and mental health and well-being, and by supporting people to maintain independence and quality of life throughout their life course.</p> <p>The multi-agency Emotional Health and Wellbeing group co-ordinates and promotes support for children and young people's health and psychological wellbeing. The 'Creating an Active and Healthy Swansea' strategy, reviewed in 2021, identifies aims to increase healthy lifestyles of children and young people through the medium of sport, physical literacy and recreational physical activity. The LA's Sport and Health team, alongside other partners develop activities in schools and the wider community, as well as capacity building within local clubs, community</p>

		<p>groups and facilities to maximise participation and to help build stronger, healthier and more cohesive communities.</p> <p>A positive effect as greater prosperity (especially where more equally distributed) leads to better health outcomes.</p> <p>The Corporate objective to tackle poverty and enable communities will contribute to this Well-being Goal by: supporting people in poverty and at risk of poverty to maintain and improve their physical and mental health; adopting a preventative approach with early interventions to avoid escalating needs and preventable service interventions; enabling communities to take action to improve the wellbeing of its people; involving local people and people with lived experience in the co-design and co-delivery of services and programmes; embedding the principles and ways of working that prioritise wellbeing and build on people's strengths to live healthy, independent lives. We recognise the link between poverty and wellbeing, as evidenced in the examples above, which can have detrimental impacts on people of all ages in terms of their physical and mental health. Tackling poverty and enabling communities to be more welcoming, self-reliant, connected and cohesive will have broader impacts on the health and wellbeing of the population.</p> <p>Tree and wildflower planting encourage improved mental health and physical activity. Active travel routes enable exercise and enjoyment of nature.</p> <p>The shift to agile working and adoption of new ways of working will assess and ensure mental and physical health is prioritised.</p>
<p><a href="#">A More Equal Wales</a> A society that enables people to fulfil their potential no matter what their background or circumstances.</p>	<p>☒</p>	<p>Ensuring equal access to health and social care through information, advice and assistance and building on strengths of families and assets within communities to plan their own care and support, and to reach their full potential, increasingly by preventing the need for statutory services.</p> <p>Personal support, advice, guidance, advocacy and school-based counselling services are offered to learners who have a range of factors that may affect them. These could include anxiety, neuro-developmental difficulties, Additional Learning Needs (ALN), Adverse Childhood Experiences (ACEs), sensory processing difficulties, etc. Training on person-centred practice has been given to staff in Education, Social Services, Swansea Bay Local Health Board, Gower College and all schools to ensure learner voice is heard and parents to be involved in decision making and planning for their child.</p>

		<p>The work under the plan recognises the need to build an ‘inclusive growth’ model, via efforts to support skills outcomes, resilience to automation, or mechanisms to support greater wealth retention within the community. Opportunities for the employment &amp; training opportunities for the long-term unemployed and economically inactive will be created through community benefit clauses in contracts, and support will be available to enable them to access these opportunities; this will create a significant positive effect.</p> <p>The Corporate objective to tackle poverty and enable communities will contribute to this Well-being Goal by: providing employability support programmes and schemes to help people find decent jobs and fair work; delivering programmes of adult community learning and improve skills to help people achieve their potential; embedding principles of co-production and encourage more people to become involved in decision-making and the development of services; addressing the barriers of inequality and work with communities to understand and implement positive changes; identifying targeted action to support communities and cohorts of people at greater risk or with specific needs; adopting a person-centred, strengths-based approach to service delivery when tackling poverty and enabling communities.</p> <p>Community action and local volunteering opportunities to enhance nature, greenspaces and wildlife sites are open to all and can help build skills, confidence and lead to life improving opportunities.</p> <p>Demand for Council services are increasing from the most vulnerable, our transformation and financial resilience measures will enable us to ensure services are focused on meeting need.</p>
<p><a href="#">A Wales of Cohesive Communities</a> Attractive, viable, safe and well-connected communities.</p>	<p>☒</p>	<p>Through supportive and mutually responsible communities working together to safeguard our most people, with Council employees, elected Members and people in our communities feeling confident about identifying and reporting their safeguarding concerns in respect of children and adults.</p> <p>A focus on reviewing sufficient, specialist provision in Swansea will aim to provide placements for learners locally, where possible. This will help support learners to maintain contact with their peers outside of their education.</p> <p>Better economic inclusion outcomes will help improve cohesion, where linked with programmes and mechanisms that focus on local community involvement and engagement.</p> <p>The Corporate objective to tackle poverty and enable communities will contribute to this Well-being Goal by: building relationships with community leaders and activities to enable growth</p>

		<p>and development within communities; connecting people and communities through supporting community-led initiatives and activities to develop and prosper; providing support and working with our partners to keep communities safe for everyone; addressing the barriers to cohesive communities and work with all parties to understand and implement positive changes; working with anchor organisations in local areas – including the most deprived areas of Swansea – to build connections and contributions; taking action to understand and measure the feelings and behaviours associated with welcoming, connected communities.</p> <p>Neighbourhood greening improvements improve the attractiveness and improve quality of life in communities.</p> <p>Equality diversity and Human rights will be embedded even more deeply in all we do resulting in more cohesive, rights aware and respecting community.</p>
<p><a href="#">A Wales of Vibrant Culture &amp; Thriving Welsh Language</a> A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, sports and recreation.</p>	<p>☒</p>	<p>Working with partners through the Ageing Well Strategy to deliver the active offer and apply our learning to improving social care, and through intergeneration working, including through the medium of Welsh.</p> <p>The 10-year WESP has a clear aim to increase the use of the Welsh language for both learners and school staff. The curriculum supports engagement with Welsh and local culture. The Welsh in Education Team support schools with training and resources to improve and increase the use of Welsh in schools. A latecomer's provision pilot to support learners moving into Welsh-medium education has taken place and is under review.</p> <p>Measures to support the growth of the creative economy (including associated with the Welsh language) should directly support, and could be an important part of the SW Wales investment proposition. More broadly the Plan seeks to support the economic vibrancy of the region, including principally Welsh-speaking communities.</p> <p>The Corporate objective to tackle poverty and enable communities will make some contribution to this Well-being Goal by: encouraging our communities to embrace and promote the Welsh language, culture and heritage in its community-led initiatives; ensuring outputs of our services and programmes comply with Welsh Language legislation, guidance, and standards; recognising the cultural factors in tackling poverty and enabling communities to embrace them in our plans and actions; identifying opportunities for using our local language, culture and heritage to improve personal prosperity for individuals, families and communities. We recognise that working closely with communities provides an opportunity to have those communities define and deliver the changes and improvements that matter to them. Where we can</p>

		<p>encourage and empower the promotion and protection of the Welsh language, culture and heritage as part of tackling poverty, we will monitor and measure the impact that this making</p> <p>Appreciation of our green and blue landscapes is a part of Welsh culture and heritage. Encouraging the celebration of our local natural environment via the medium of both English and Welsh is a by-product of environmental improvement work in communities.</p> <p>Organisational development and our organisational working model takes account of the need to promote the Welsh language to overcome a reduction in the number of Welsh speakers. Our workforce strategy ensures we recruit Welsh speakers and help staff gain and improve Welsh language skills and the confidence to use them with service users.</p>
<p><a href="#">A Globally Responsible Wales</a> A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.</p>	<p><input checked="" type="checkbox"/></p>	<p>The Council's safeguarding arrangements are informed by the Council's commitment to the United Nations Convention on the Rights of the Child (UNCRC) and human rights of all citizens.</p> <p>Capital Work will adhere to the Council's sustainable procurement standards and commitment to ethical employment in supply chains. Positive impact in developing educators to: support pupils' sustainable behaviour and making connections; ensure pupils know how we use the earth's resources efficiently and contribute to global well-being.</p> <p>Achieving over time a decarbonised growth model will contribute to this, the Plan also highlights openness to new ideas (and investment) from elsewhere.</p> <p>The Corporate objective to tackle poverty and enable communities will make some contribution to this Well-being Goal by: empowering community-led initiatives to look close-to-home for economic advantages and benefits; embedding sustainable behaviours and actions across our services and programmes as a key principle of implementation; enabling communities to be the driving force for transformation in their local areas for the benefit of future generations; addressing wider factors of financial inclusion, debt management and investment in the most deprived small areas; exploring integrated community hubs and other initiatives that bring services and support closer to people's doorsteps. We recognise the long-term ambitions for developing local economies and opportunities for sustainable growth within communities that can have positive impacts on national and global scales. We believe that the path away from poverty can lead to prosperity – at individual, family and community levels – so we see tackling poverty and enabling communities as an important step towards achieving this wellbeing goal.</p> <p>Reductions in carbon emissions, improved biodiversity and action to maintain and improve air water and soil quality make a positive contribution to a globally responsible Wales.</p>

		The focus on ethical procurement and low carbon emissions will have a positive impact on global well-being.
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## Section 7 - Cumulative Impact/Mitigation

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

Overall, the IIA demonstrates that the Corporate Transformation Plan will have a positive impact on people and communities, transforming services and ways of working to deliver the council's vision for 2028 with twelve key transformation programmes.

Swansea Council continues to promote a "Safeguarding is everyone's business" approach; safeguarding our most vulnerable people by prioritising high quality preventative, well-being and social services, by continuing to ensure that safeguarding is 'everyone's business' across the Council, within schools, with partners and through West Glamorgan Safeguarding Board and partnerships.

The Council leads on a corporate wide approach to safeguarding vulnerable people to ensure there are clear lines of responsibility and accountability in all service areas of the Council. By working in partnership, we are implementing the new statutory requirements and the 'duty to report' placed on all officers, elected members, volunteers and partners to raise concerns and help tackle the wider range of safeguarding issues now present in our communities. Swansea Council emphasises the rights of adults and children by using 'what matters most' to them as citizens, by placing them at the centre of their own care and support and by coproducing services to achieve better outcomes. The Council is committed to ensuring citizens have access to high quality and resilient statutory social services, and to ensure that Adult and Child and Family Services are robust, resilient and effective in getting right care and support to the right person, at right place and at the right time.

The Council are Improving outcomes for children and young people - by promoting rights of, and opportunities for children and young people, and toward better life chances for looked after children and care leavers. We are implementing a new 'Supporting children and young people to be safe with family' strategy, taking action to reduce the number of children and young people who need to be looked after by Swansea Council, where safe alternatives can be identified. The Child and Family Services Improvement programme continues to develop our social work practice and the high-quality range of services to support children, young people, and families.

Good progress has been made with meeting the Education and Skills objective. There is a robust internal challenge and quality assurance process within Education and corporately within the Council with a clearly defined process for identifying risks and under performance. Although Estyn suspended its usual round of inspections during the pandemic, as part of a national thematic review, Estyn examined the Council's (Education) response to pandemic and was assured that a range of effective measures had been put in place to support learners, parents and carers and schools. Parents and carers also expressed high levels of satisfaction with support offered by schools during the pandemic.

We are transforming how we manage care and support vulnerable adults. We are working regionally, with health board partners and local providers to support our most vulnerable adults to remain safe and independent at home, with access to joined-up Health and Social Care services to improve outcomes for the most vulnerable Swansea citizens, and by rebalancing our service offer to focus on prevention, reablement and recovery.

The steps in the Economy & Infrastructure objective will be delivered in the context of the strategic direction for economic regeneration regionally and locally over the next ten years set through the new REDP, which aims to create an economy that is resilient and sustainable; enterprising and ambitious; and balance and inclusive. It is expected that it will have a positive impact on people and communities in Swansea by improving economic performance and creating sustainable employment opportunities. In line with the Equality Act 2010 and Public Sector Equality Duty, due regard will be given to the impact on protected groups in the development and delivery of all the steps to achieve the wellbeing objective. All actions will be screened and full IIAs will be undertaken if appropriate in the future as the steps progress.

The Tackling Poverty & Enabling Communities objective will have a cumulatively positive impact on the individuals, families and communities of Swansea especially those who are in poverty or at risk of entering poverty. While the detailed strategies, plans and actions that collectively contribute to achieving this Corporate objective, we will target relevant communities or groups based on their circumstances (such as homeless people, disabled people, families with children, victims of domestic abuse, and so on), there are broader positive impacts to tackling poverty and enabling communities. Understanding this cumulative impact will require us to explore a shared vision for the future with our partners, stakeholders and in particular with people with lived experience of poverty. This starts with the refresh of the Tackling Poverty Strategy but will continue with ongoing programmes of participation and engagement with service users and their carers, supporters or representatives.

The Delivering on nature recovery and climate change objective recognises that the cost of transition to Net Zero tends to fall hardest on those least able to afford to respond e.g. upgrading equipment etc. However, the objective is expected that it will have a positive impact on people and communities in Swansea by improving our environment, investing in structure which is fit for the future and mitigating and adapting to climate change, in line with the Equality Act 2010, Well-being of Future Generations Act and Environment and Public Sector Equality Duty.

Due regard will be given to the impact on protected groups in the development and delivery of all the steps to achieve the wellbeing objective. All actions will be screened and full IIAs will be undertaken if appropriate in the future as the steps progress at the appropriate decision-making level.

### **Any mitigation needed:**

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

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

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

Unlawful or Negative Impact Identified	Mitigation / Positive Actions Taken in the initiative (add to action plan)
None	

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

**Monitoring arrangements:**

The IIA demonstrates that the Corporate Transformation Plan will have a positive impact on people and communities and no concerns were identified. Each programme within the plan has formal governance arrangements in place with Cabinet Member oversight. Every programme has a Director level sponsor with the relevant Head of Service being responsible for the programme’s operational delivery.

The Transformation Delivery Board has been established. The Board’s main remit is to ensure delivery of the overall plan and it will fulfil this role by scrutinising quarterly performance reports from each of the individual programme board. Individual programme boards will meet more frequently, as required.

The Transformation Delivery Board will also be responsible for identifying and managing obstacles to progress and any interdependencies between the programmes.

Cabinet / CMT will review progress against the plan quarterly and will agree any additions to it over time, including those that may be initiated as part of future budget rounds. A formal progress report will be provided to Cabinet annually.

**Actions (add to action plan):**



## Section 9 – Outcomes:

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

- Outcome 1: Continue the initiative – no concern
- Outcome 2: Adjust the initiative – low level of concern
- Outcome 3: Justify the initiative – moderate level of concern
- Outcome 4: Stop and refer the initiative – high level of concern.

For outcome 3, please provide the justification below:

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

## Section 10 - Publication arrangements:

On completion, please follow this 3-step procedure:

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



# Agenda Item 11.



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

Cabinet – 20 April 2023

### Leisure Partnerships Annual Report 2021/2022

<b>Purpose:</b>	To advise Cabinet of the partnership operations of key facilities within the Cultural Services portfolio
<b>Policy Framework:</b>	Creating an Active and Healthy Swansea; City of Sport; Medium Term Financial Plan
<b>Consultation:</b>	Legal, Finance, Access to Services.
<b>Report Author:</b>	Jamie Rewbridge
<b>Finance Officer:</b>	Peter Keys
<b>Legal Officer:</b>	Debbie Smith
<b>Access to Services Officer:</b>	Rhian Millar
<b>For Information</b>	

#### 1. Introduction

- 1.1 A report on the performance of partner operators of key Council facilities within the Cultural Services portfolio is presented annually.
- 1.2 This report details some of the key partnership arrangements in providing leisure and cultural services, for the benefit of the residents and visitors to Swansea, during 2021/22 and identifies some significant achievements during the year, along with some issues and challenges. Where available, performance outturns for the previous period have been retained in this report for comparative purposes.
- 1.3 The key arrangements outlined within this report include:
  - 1.3.1 Wales National Pool Swansea (WNPS)
  - 1.3.2 Leisure Centres – Freedom Leisure
  - 1.3.3 Plantasia – Parkwood Leisure
  - 1.3.4 National Waterfront Museum Swansea (NWMS)
  - 1.3.5 Other high- level information for Partnership facilities at:

## Swansea Tennis Centre & Swansea Bowls Stadium

- 1.4 Each partnership has differing arrangements regarding reporting, monitoring and data collation. This report includes performance information for each partner and brings together the key financial and usage information to demonstrate the overall performance of each operation.
- 1.5 The data includes information on key income drivers, overall expenditure, including staffing costs and repairs, net cost / profit and resultant associated costs to the Council.
- 1.6 Due to the timings and financial years of all the partnerships, not all figures presented are the externally audited accounts, but represent the internal out-turns agreed with respective organisations.
- 1.7 The reporting period is 2021/22, but this report recognises that some partners' financial year ended later than 31<sup>st</sup> March 2022. Each partner's financial year is highlighted with an explanation of how it differs from the Council's financial years within each subsection.
- 1.8 May 2021 saw the end of the forced closures by the UK and Welsh Government caused by the Covid-19 pandemic. Restrictions were reduced and phased out throughout the year, with the exception of a temporary increase in restrictions during December 2021 and January 2022 due to an increase in cases of the Omicron variant. Depending on the partner and their reporting period, the pandemic will have impacted their performance to a greater or lesser extent. Separate reports outlining the implications on the partners, including requests for additional financial assistance, have previously been put forward and acted on by the Council.
- 1.9 Details of support received in relation to the pandemic is, provided per partner, in terms of Welsh/Central Government and/or other grants during this period, which have been outlined within each subsection.
- 1.10 Overall usage of the facilities is shown and in general is presented as total usage by all users, including repeat visits. Membership information generally represents the number of enrolled members through a subscription.
- 1.11 Key service outcomes, highlights and snap shots from each partner during 2021/22 have been included for context. The primary purpose of the report is to present partner performance from a financial and quantitative perspective.

## **2. Wales National Pool Swansea**

- 2.1 The partnership arrangement at WNPS is via a tri-partite agreement between the Council, Swansea University and Wales National Pool Swansea Limited, underpinned by lease and management agreements.

- 2.2 WNPS operates within a financial year that is aligned to the University, therefore runs August 2021 to July 2022 as opposed to the Council's, which runs April to March. The out-turn reflects the WNPS financial year and the contributory Council costs in their operating period.
- 2.3 WNPS is a not-for-profit organisation governed by a board of directors, including three Council members and three University representatives, independently Chaired, with advice given by the Head of Cultural Services, and the Swansea University Associate Commercial Services Director and Financial Accounting Manager. The current Council representatives are Councillors Robert Francis-Davies, Robert Smith and Nicola Matthews. Cllr Mark Child stepped down from the role in May 2022. Greg Garner was appointed Chair in March 2022 following the resignation of Anne Ellis MBE in March 2021.
- 2.4 Day to day management is by the General Manager who reports to the Board. The General Manager is supported by a Management Group with representatives from the Council and Swansea University.
- 2.5 The funding of WNPS is on a 50% share of net cost after income received, funded by both the Council and Swansea University. As part of the agreement, Swansea Council also provides the schools' swimming programme under a Service Level Agreement (SLA) and devolved funding for the Free Swimming Initiative (FSI) under the Welsh Governments Free Swim grant.
- 2.6 WNPS have Service Level Agreements with the University and the Council for several support services. The Council provides support for delivering HR, Payroll, PR/Media and Water Safety.
- 2.7 The effects of the pandemic were still present during 2021/22 and therefore was another challenging year with continued but relaxing restrictions and the continued recovery. Operating costs have increased over the last few years, mainly due to increases in salaries, insurance and utilities, all of which are largely uncontrollable costs to ensure that WNPS remains open and to provide the required services and outcome within a safe and well managed facility for customers and staff alike.
- 2.8 The budgeted 2021/22 partner contribution for the Council was £302,800. However, due to the pandemic, an agreed maximum level of support through additional underwriting was agreed. The total additional cost for 2021/22 was £223,123. The additional support required due to lost revenue largely linked to Covid recovery and continued restriction, and therefore the Council was able to reclaim these additional monies through the Welsh Government's Hardship Fund, as 'lost income'. The total Council agreed contribution from the Council to WNPS for the period was up to £525,923
- 2.9 At the end of this challenging year and largely due to reduced expenditure in a number of areas, WNPS performed considerably better than its early projections of anticipated losses. The partners' contribution at £525,923

each was based on a 'worst case scenario' and outturn resulting in the contribution required reducing to £505,826 each. An overpayment of £20,098 per partner was deferred to 2022/23 to cover future anticipated losses.

- 2.10 Income significantly increased in comparison to the previous year, although remains below pre pandemic levels by 22%.
- 2.11 Due to the pandemic and significant increases in partner subsidy, it was agreed at WNPS Board that there would be no allocation to the sinking fund during 2021/22 in order to limit revenue liabilities.
- 2.12 Total visitor numbers have increased significantly on the previous year, although lower than pre pandemic levels by 16%.
- 2.13 Staffing has been problematic post pandemic, WNPS have been affected by the ongoing national shortage of both swimming teachers and lifeguards. There were occasions in 2021/22 where programmes were reduced or temporary closures enforced due to staff shortages, especially lifeguards. WNPS are continually carrying out recruitment drives and have implemented 'train to post' opportunities to bridge the gap.

A review of the staffing structure following resignations of key senior personnel, which resulted in a revised structure and a decision for an appointment of an Operations Manager role to meet the needs of the business.

No pay award was agreed in 2021/22 has been a matter of concern to staff and impacted upon recruitment, retention and staff morale. Matters regarding pay structure, pay awards and general longer term staffing matters were considered in detail by the board over the period.

- 2.14 WNPS received a grant for £48,704 from Sport Wales for the refurbishment of the submersible boom, which allows the configuration of the 50m swimming pool to be altered. Total cost of the works was £78,240 with the remainder funded from the Major repairs fund.
- 2.15 With regard to maintenance in the period, the ongoing rolling replacement of the internal lighting, upgrading original installations to LED, has continued.
- 2.16 From Autumn through to Spring there were national chlorine shortages. WNPS managed to source new suppliers, chemicals, and ways of working to counteract the challenges during the period. In conjunction with this WNPS looked at innovative ways of working to combat future challenges, for example changing chemicals, chemical dosing systems and procedures, to help maintain business continuity and reduce costs. WNPS will continue to drive forward facility improvement projects to ensure sustainability both in respect of finances and carbon footprint.

2.17 This year saw the return of event hosting, including the British Para Champs hosted in December 2021.

2.18 Eight swimmers based at the WNPS attended the Commonwealth Games in July 2022, WNPS has a strong track record of supporting elite swimmers reach the Commonwealth Games, the Olympics, Paralympics and World Championships. Such successes demonstrate the benefits the facility yields as a community pool for recreation, learn to swim and clubs, but also a performance and an elite training centre for Swansea Aquatics and Swim Wales respectively.

2.19 **Wales National Pool Swansea Performance**

**Table 1**

<b>WNPS</b>	<b>2020/2021</b>	<b>2021/2022</b>
<b>Recreational Swim</b>	£81,592	£321,234
<b>Aqua School</b>	£24,940	£182,163
<b>Other Income</b>	£345,435	£529,428
<b>Total Income</b>	<b>£451,967</b>	<b>£1,032,825</b>
<b>Staff Costs</b>	£843,581**	£965,548**
<b>Furlough Grant</b> (Coronavirus Job Retention Scheme)	(£163,198)	(£1,306)
<b>Repairs &amp; Maintenance</b>	£124,108	£174,130
<b>Other Expenditure</b>	£615,457*	£851,610*
<b>Sinking Fund</b>	£0	£0
<b>Total Expenditure</b>	<b>£1,419,948</b>	<b>£1,989,982</b>

<b>Net Cost / (Surplus)</b>	<b>£967,981</b>	<b>£957,157</b>
<b>Council Contribution</b>	<b>£483,990</b>	<b>£505,826</b>
<b>Visitor numbers</b>	<b>45,700</b>	<b>202,884</b>

\*includes equipment depreciation

\*\*offset by 'Coronavirus Job retention Scheme' furlough recovery grant (80%)

### **3. Leisure Centres – Freedom Leisure Ltd**

- 3.1 The operation of the LC and the Community Leisure Centres (Penlan Leisure Centre, Penyrheol Leisure Centre, Morryston Leisure Centre, Bishopston Sport Centre, Cefn Hengoed Leisure Centre and Elba Sports Complex) were transferred under a partnership arrangement to Freedom Leisure Ltd on the 1<sup>st</sup> of October 2018. The contract is for 19.5 years. Freedom operates within the same financial year as the Council.
- 3.2 Each facility has slightly different arrangements in relation to proposed legal occupancy; The LC, Penlan Leisure Centre, Penyrheol Swimming Pool and the Elba Sports Complex operate under fully repairing lease principles, as Freedom have exclusivity for their main use. The remaining dual use school facilities operate under licence, or partial lease, as it is not possible to provide exclusivity to Freedom Leisure for all areas, many of which are shared with Education/School.
- 3.3 Following the final forced closure due to the Covid-19 pandemic, all Freedom Leisure facilities re-opened on the 3<sup>rd</sup> May 2021, whilst following Government instructions and guidance.
- 3.4 During the closures a high proportion of staff were furloughed under the Government's Job Retention Scheme (JRS), with a handful of staff retained to undertake regular building and safety checks, and routine maintenance to plant and equipment. All staff returned to their posts in May 2021. In the early stages of the year, staffing levels were very challenging due to staff changing careers post lockdown and the continued pressure of Covid-19 infection. Approximately 10% of the staff base were sick at any one time during the first few months.
- 3.5 In line with their bid submission and contractual terms, a Management Fee of £963,488 was paid to Freedom Leisure in 2021/22.
- 3.6 On top of the Management Fee, a level of underwriting support from the Council was agreed by Cabinet. The provision of this additional



support was agreed on a monthly basis, through an open book process. The additional level of support provided in 2021/22 was £1,290,014

The requirement was primarily due to lost revenue alongside retained costs. The Council was able to reclaim the majority of these monies through the Welsh Government Hardship Scheme, as lost income.

3.7 Freedom Leisure received £154,642 relating to the Swansea contract from the Government for the 'Coronavirus Job Retention Scheme' in 2021/22. Staff furloughed during the final lockdown received the salary percentage as per the Government guidelines.

3.8 Freedom Leisure received £232,157 through other grants during 2021/22.

3.9 Despite the pandemic impact, year-end accounts broke even, thanks to the tight controls by Freedom Leisure, coupled with the various support packages received or applied for

Due to periods of no and/or limited trading and 2021/22 being primarily a 'recovery' year, contracted income expectations based on 2018 bid were not achieved, and the Capital investment made into the contract pre-pandemic had not yet materialised. The aim for 2022/23 will be to return to a pre pandemic trading position, particularly rebuilding membership levels.

3.10 Across the Freedom sites in Swansea, visitor numbers in 2021/22 were 1,426,258. An increase of 84% in comparison to the previous year. Due to the impact of the pandemic, Freedom Leisure were 42% less than the contract expectation and proposed bid targets for 2021/22.

3.11 Gym membership has been challenging to grow, with some sites doing better than others. The LC was the most heavily affected and across the period and remained only at 61% of pre pandemic levels. The contract expectation post Capital investment was in excess of 10,000 members across the city, Freedom were 25% short of meeting this target and have highlighted that it not only impacts 2021/22 but future months and years will show this lag whilst business and membership recovers

Positively casual swimming has seen strong attendance despite the initial restrictions on capacity. The Learn to Swim programme is thriving and grew by 63% in comparison to pre pandemic levels, and was one of the highest growth in programme across all the Freedom sites and performed exceptionally compared to other providers.

3.12 Freedom Leisure's Active Communities Plan (Swansea Active Communities) saw some initial challenges engaging with Schools, businesses and residents at the start of the year, however with perseverance, revised programmes and new activities, participation is increasing and customer confidence is returning.

A few new initiatives highlighted below:

- A new youth club was launched in Penlan Leisure Centre
- Swimming sessions for the African Community Centre (ACC)
- The M Word – Class and support group at Penyrheol Leisure Centre to help those members going through the menopause
- Quiet Swim at the LC – for those who find it hard to be in large groups and find noise overstimulating.

3.13 Despite disruptions from the pandemic, improvements to the sites continued through various funding sources and grants. Some key schemes listed below:

- Penyrheol Swimming Pool reception was redesigned and refurbished
- Costa Coffee services were added to Morryston and Penyrheol leisure centres to improve overall catering offer
- Upgrades in CCTV systems
- Bishopston Sport Centre sports hall floor was replaced and upgraded in partnership with the School
- A new women's only workout area introduced at the LC
- Upgrade the gymnasium in Morryston leisure centre in partnership with the School and grand funders. The project completed in late 2022.

3.14 Freedom Leisure continued to support the development into the refurbishment of the community leisure facility at Cefn Hengoed. This key strategic project and exciting facility for the city has attracted support from a number of key stakeholders and funding sources and is due to complete in 23/24 to include a new Sports Barn.

3.15 Projects to support carbon neutral have been identified and all sites have established energy management plans, however, Penlan Leisure Centre and The LC started to see significant increases in their utility costs in January 2022, which will result in significant pressures on future months and years.

3.16 **Community Leisure Centre Performance - Per Facility Breakdown**  
**Table 2**

	<b>LC</b>	<b>Penlan</b>	<b>Penyrheol</b>	<b>Morriston</b>	<b>Bishopston</b>	<b>Cefnhengoed</b>	<b>Elba</b>	<b>Swansea Active Communities</b>
	<b>2021/22</b>	<b>2021/22</b>	<b>2021/22</b>	<b>2021/22</b>	<b>2021/22</b>	<b>2021/22</b>	<b>2021/22</b>	<b>2021/22</b>
<b>Total Income</b> (Excluding Management Fee)	£2,774,970	£1,210,129	£1,145,430	£623,331	£222,995	£42,699	£88,411	£119,996
<b>Total Expenditure</b>	£3,672,389	£1,711,391	£1,311,090	£1,034,009	£356,752	£171,605	£165,772	£58,454
<b>Management Fee</b>	(£96,312)	£343,142	£109,438	£354,725	£66,539	£110,569	£75,387	N/A
<b>Total Usage</b>	403,420	290,770	357,931	232,171	77,169	26,985	37,812	N/A

3.17 **Community Leisure Centre Performance – Overall Contract**  
**Table 3**

	<b>2019/2020</b> (Pre-Pandemic)	<b>2020/2021</b>	<b>2021/2022</b>
<b>Total Income</b> (Excluding Management Fee)	£6,111,251	£2,847,575	£6,227,961
<b>Total Expenditure</b>	£8,080,645	£5,405,634	£8,481,463
<b>Management Fee</b>	£1,923,370	£1,193,220	£963,488
<b>Contract Support</b> (In relation to Covid-19 Pandemic)	N/A	£1,364,839*	£1,290,014
<b>Total Usage</b>	1,995,013	230,633	1,426,258
<b>Total Membership</b>	10,965	6,991	10,717

\*20/21 Contract Support figure includes: £946,571 Underwriting / £340,291 Furlough top up / £77,977 Pay Award

#### **4.0 Plantasia – Parkwood Leisure Ltd.**

- 4.1 Parkwood Leisure Ltd (PLL) were awarded a 15-year contract to operate Plantasia in 2018 and took over the operation, from the Council, on the 1<sup>st</sup> of February 2019.
- 4.2 PLL's financial year runs January to December. This report reflects Plantasia's financial year January 2021 to December 2021 and the Council's costs in that period.
- 4.3 Following the latest closure due to the Covid-19 pandemic, Plantasia re-opened on the 17<sup>th</sup> May 2021 in time for the Whitsun Half Term, and restrictions around visitor numbers were gradually lifted through the year.
- 4.4 During the closure between January 2021 and May 2021, a high proportion of staff were furloughed under the Government's Job Retention Scheme, with only a few staff retained to undertake daily building and safety checks, routine maintenance to plant and equipment and to provide specialist care for the animals and plants.
- 4.5 Whilst only open for just over seven months of this financial year for PLL, Plantasia welcomed 57,783 visitors in 2021. A 15% increase on the previous year.
- 4.6 In line with the contract, a Management Fee of £124,720 was paid to Parkwood Leisure in 2021.
- 4.7 On top of the Management Fee, an additional level of underwriting losses was agreed. Actual amounts were agreed on a monthly basis, through an open book process. The cost for 2021 was £80,241. As the impact was primarily due to lost revenue, the Council was able to reclaim these monies through the Welsh Government Hardship Fund, as lost income.
- 4.8 Even with the closure between January and May, Plantasia saw an increase in income generation by 45% in 2021 compared to the previous year
- 4.9 Due to the operating restrictions as a result of the pandemic, a workforce planning exercise was undertaken in 2020 resulting in the reduction of operational staff and a new flexible way of working. However, in 2021 plans to make the venue more successful meant the team needed to grow with the appropriate staffing structure in place. The establishment in 2021 increased from 8.5 FTE to 10 FTE's and a greater emphasis was placed on use of a dedicated casual workforce during peak periods. New contracted positions were a Marketing Executive and Gardener.
- 4.10 During 2021 Parkwood Leisure committed £32k of capital expenditure to the improvement of Plantasia. The following improvements were made:
- Invested in doubling the provision of toilets on site from 3 to 6 in total and converting all to unisex.

- Invested in developing and installing 5 interactive, educational games, aimed at extending the stay of visitors.
- Developed new customer trails, aimed at extending the stay of visitors.

#### 4.11 Some other highlights of 2021:

- Two Egyptian Tortoise were born in Plantasia as a result of the conservation work with critically endangered species. The birth of critically endangered tortoise is a contributor towards the conservation of the species.
- The launch of Wales' only Crocodile Feeding Experience
- The launch of Plantasia's own gin range called 'Canopi Gin'. Distilled by The Gower Gin Company from the zesty Persian lime leaves of Plantasia

#### 4.12 Plantasia Performance

**Table 4**

<b>Plantasia</b>	<b>2020</b> (Jan – Dec)	<b>2021</b> (Jan – Dec)
<b>Income</b> (excluding management fee)	<b>£300,207</b>	<b>£434,441</b>
<b>Total Expenditure</b>	<b>£493,892</b>	<b>£600,555</b>
NET expenditure/ Management Fee	£127,383	£124,720
Contract Support (In relation to Covid-19 Pandemic)	£112,235	£80,241
Operating surplus/Loss	£45,933	£38,846
<b>Total Visitors</b>	<b>49,183</b>	<b>57,783</b>

\*Operating surplus' to be shared with the Council as part of contractual arrangements, reviewed on a cumulative and average basis based upon a number of years performance.

## 5. National Waterfront Museum Swansea

- 5.1 The National Waterfront Museum, Swansea (NWMS), is a not-for-profit limited entity, facilitated by a public sector partnership between Welsh Government, via Museum Wales (Amgueddfa Cymru) and Swansea Council. The management is controlled by Museum Wales, within the terms of an Operational Agreement of the parties, signed in 2005.

- 5.2 Under the terms of this Agreement, Swansea Council contributes around one third of the annual revenue costs. The company follows the same financial year as the Council.
- 5.3 The company is governed by a Board of representatives of the partners, and an independent Chair. This includes three elected members of Swansea Council (currently Cllrs Robert Francis-Davies, Dr Elliott King, and Hannah Lawson) and three trustees of Amgueddfa Cymru, with Mr Roy Phelps undertaking the role of Chair, and the secretariat being provided by a remunerated post. Day to day operational matters are monitored by a group of officers from both the Council and Amgueddfa Cymru (the Operational Review Team). Both the Board and Operational Review Team meet at least twice a year.
- 5.4 Following the last closure period due to the Covid-19 pandemic, the museum reopened on the 18<sup>th</sup> May 2021. The museum reopened on a five day a week basis from the 18<sup>th</sup> May until the 20<sup>th</sup> July and then returned to its usual opening pattern of seven days per week from the 21<sup>st</sup> July 2021. Some restrictions continued, although reduced throughout the year.
- 5.5 An online booking/free ticket system was implemented in May 2021 until 1<sup>st</sup> March 2022 to manage capacity, maintain social distancing and collate Test and Trace details.
- 5.6 In-person usage/visits increased significantly in 2021/22. Visits remain lower than pre pandemic levels but have made a modest start toward recovery.
- 5.7 Online activity continues to grow. A wide range of activities and learning sessions were provided online via the Amgueddfa Cymru website, which, together with enquiries and follow ups, resulted in the events, curatorial and learning staff engaging with 191,523 people in the UK and beyond through online platforms.
- 5.8 Earned Income increased by 45% in 2020/21 although still lower than pre pandemic levels.
- Overall income also showed an increase in comparison to the previous year and but remains lower than pre pandemic by 6%
- 5.9 Major repairs, renewals and maintenance are the responsibility of Amgueddfa Cymru/National Museum Wales, funded from the Museum's core budget and its ring-fenced Renewals & Refurbishment Fund, as required.
- 5.10 Between May 2021 and March 2022 the Museum created and/or hosted 13 temporary exhibitions, dealing with subjects ranging from the centenary of Swansea University and the Windrush generation in Wales to the natural history of worms, and the North Wales slate World Heritage Site.

Its larger, free public events gradually returned as visitors regained confidence with gathering in public spaces, and formal learning activities on-site re-started in the Autumn term, which engaged with over 3,000 students by March 2022.

The GRAFT community garden, occupying the open area between the two wings of the museum building continued to develop with the garden's produce used for both educational and charitable purposes.

## 5.11 National Waterfront Museum Swansea Performance

**Table 5**

<b>National Waterfront Museum</b>	<b>2020/2021</b>	<b>2021/2022</b>
<b>National Museum Wales grant</b>	£504,809	£726,800
<b>Welsh Government grant</b>	£550,000	£550,00
<b>Council contribution</b>	£491,161	£508,439
<b>*Council Car Park Contribution</b>	*£125,432	*£135,268
<b>Earned income</b>	(£14,866)	(£8,109)
<b>Furlough Grant</b> (Coronavirus Job Retention Scheme)	£76,434	N/A
<b>Total income</b>	<b>£1,732,970</b>	<b>£1,912,405</b>
<b>Staff costs</b>	£1,284,828	£1,267,820
<b>Repairs &amp; maintenance</b>	£124,394	£246,707
<b>Other expenditure</b>	£247,314	£294,525

<b>Total expenditure</b>	<b>£1,656,536</b>	<b>£1,818,052</b>
<b>Carry forward (to)/from Renewals &amp; Refurbishment Fund</b>	(£76,434)	(£94,353)
<b>Total visits</b>	In Person: <b>2,298</b> Online: <b>132,485</b>	In-person: <b>60,107</b> Online: <b>191,523</b>

*\*Paid centrally through the Amgueddfa Cymru Enterprises Company*

## **6.0 Other Partnership Facilities**

- 6.1 The Council has a number of other successful partnership arrangements with leisure facilities. The most significant of these are the Swansea Indoor Bowls Centre and Swansea Tennis Centre.
- 6.2 The performance of each of these sites individually, illustrates a productive set of partnerships, with benefits to Swansea Council, our partners and Swansea's residents and visitors.
- 6.3 Each partnership operates differently, in terms of monitoring, data collection and facility operation. The flexible approach allows each partnership to operate effectively and sustainably, taking into account their individual circumstances.

### Swansea Indoor Bowls Stadium

- 6.4 Swansea Indoor Bowls Ltd was established as a limited company, 9 years ago. It manages Swansea Bowls Stadium, within a fully repairing lease agreement. They receive no subsidy and follow the same financial year as the Council.
- 6.5 For all the same reasons as the other sports and leisure facilities, the stadium re-opened in May 2021. The pandemic continued to have a major impact on the stadium in both revenue and usage throughout 2021/22.
- 6.6 Membership as at the 31<sup>st</sup> March 2022 was 582 members: a 19% increase on the previous year, but still 10% below pre pandemic levels.
- 6.7 Whilst many members continued to pay their memberships, they were extremely reluctant to return to playing in the stadium, which impacted the overall usage for the year. Despite 2021/2022 seeing a significant increase in comparison to the previous year, we cannot compare like for like as the stadium was only open for 9 weeks during 2020/21. A more realistic



comparison is against pre pandemic levels, which are showed a 36% decrease in usage in 2021/22 when compared to 2019/20

- 6.8 Income streams have improved but continue to remain lower than pre pandemic. A full pricing review was carried out, which saw high percentage increases on a number of fees and memberships and whilst a difficult decision for the board was considered acceptable as this was only the second increase since the stadium opened and five years since the previous uplift.
- 6.9 Recruitment has been an issue. With two key members of staff resigning in 2021/22 and similar to the wider sector the recruitment process being extremely difficult as a result of little interest or no shows at point of interview.
- 6.10 The board and company continue to invest in the upkeep of the stadium.
- 6.11 **Swansea Indoor Bowls Stadium Performance**

**Table 6**

<b>Swansea Indoor Bowls Stadium</b>	<b>2019/2020 (Pre-Pandemic)</b>	<b>2020/2021</b>	<b>2021/2022</b>
<b>Bowls Income</b>	£89,479	£111,414	£76,943
<b>Bar &amp; Catering Income</b>	£21,905	£975	£16,347
<b>Other Income</b>	£13,488	£82,402	£21,828
<b>Total Income</b>	<b>£124,872</b>	<b>£94,791</b>	<b>£115,118</b>
<b>Staff Costs</b>	£43,619	£40,342	£48,275
<b>Building and Maintenance</b>	£16,318	£10,715	£18,115
<b>Other Expenditure</b>	£79,706	£32,821	£65,444
<b>Total Expenditure</b>	<b>£139,643</b>	<b>£83,878</b>	<b>£131,834</b>

<b>Total Use</b>	<b>59,528</b>	<b>5,483</b>	<b>37,735</b>

Swansea Tennis Centre

- 6.12 Tennis Swansea 365 Ltd (TS365) are the operators of Swansea Tennis Centre. They operate under a fully repairing lease, with no Council subsidy.
- 6.13 TS365 deliver a sustainable business model, providing indoor, outdoor and outreach Tennis development for Swansea and neighbouring counties. The facility has a thriving and busy programme, catering for all ages and abilities and considered as a Regional Performance Centre and are often used as a benchmark or case study for similar facilities across the UK.
- 6.14 TS365 operates on a financial year that runs June 2021 to May 2022.
- 6.15 Following the last closure due to the Covid-19 pandemic, the Tennis Centre re-opened on the 3<sup>rd</sup> May 2021. TS365 continued to abide by restrictions and follow Government advice and guidance through 2021/22.
- 6.16 During the period, there was a high turnover of staff and like other partners, TS365 have found it very difficult to recruit and replace. Although this has resulted in a reduction in staffing expenditure, it has presented TS365 with additional operational pressures and a reduction in time to focus on business development.
- 6.17 To assist through the pandemic, TS365 received a Sports Resilience Fund of £9k. This is shown in the table below under 'other income'.
- 6.18 Earned income has increased on the previous year and is continuing to increase to pre pandemic levels. Expenditure continues to be tightly controlled with TS365 ending the year with an operating surplus of £7,272

It must be noted, whilst TS365 demonstrated an operating surplus, there will need to be continual investment in both marketing and outreach work in the post pandemic period, to increase pre pandemic revenue and usage. In addition, with an aging building, there is a need to re-invest into the building to satisfy customer expectations, and there have been discussions underway with Tennis Wales of the opportunities for the investment over the medium to longer term.

- 6.19 Usage saw a significant increase in comparison to 2020/21 and a slight increase on pre pandemic levels. Ace Fitness Members (Gym Membership) reduced by 40%
- 6.20 In 2021/22 TS365 invested £12k replacing lamps on the indoor courts hall and refurbished the reception / spectator area. A barista coffee machine and fridge counter were installed, and menu options updated. A Digital

Advertisement screen has been installed for promoting both activities and customer communication and the centre underwent a re-branding to support future promotional activity.

- 6.21 The Head of Performance at Swansea Tennis Centre was awarded the LTA performance coach of the year award.

A number of performance players played at the UK and European tour gaining valuable ranking points. On occasions, male and female players of all ages from the centre and programmes were ranked no1 in the UK for their age group.

## 6.22 Swansea Tennis Centre Performance

**Table 7**

<b>Swansea Tennis Centre</b>	<b>2019/2020 (Pre-Pandemic)</b>	<b>2020/2021</b>	<b>2021/2022</b>
<b>Junior Course Income</b>	£132,501	£87,652	£137,936
<b>Adult Course Income</b>	£22,264	£6,668	£24,341
<b>Other Income</b>	£171,929	£186,940	£195,848
<b>Total Income</b>	<b>£326,694</b>	<b>£281,260</b>	<b>£358,126</b>
<b>Staff Costs</b>	£113,310	£87,265	£78,866
<b>Repairs and Maintenance</b>	£6,968	£5,545	£14,097
<b>Other Expenditure</b>	£216,593	£155,783	£257,891
<b>Total Expenditure</b>	<b>£336,871</b>	<b>£248,593</b>	<b>£350,854</b>
<b>Total Ace Fitness Members</b>	<b>1392</b>	<b>125</b>	<b>75</b>

<b>Total Usage</b>	<b>57,985</b>	<b>16,805</b>	<b>58,222</b>
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## **7.0 Monitoring Arrangements**

7.1 Officers will continue to monitor these facilities and partnerships to ensure that they are complying with the terms of the contracted agreements and leases, and that they continue to contribute towards the objectives of the Council's ambitions as identified in the agreed Policy Commitments. Of particular interest are the contributions made to:

- The City of Sport and Culture
- Well-being of Future Generations
- A Healthy City
- The support of the tourism economy
- Creating an Active and Healthy Swansea

## **8.0 Summary**

8.1 This report describes the various agreements that are in place with partners operating Leisure and Cultural Services for Swansea Council. The report highlights the rationale for the variations in the operational year, due to the differing circumstances and requirements of each partner in sustaining the operation post covid.

8.2 With the differing models it is also clear that a mixed economy exists, necessitating a flexible, yet performance management approach to monitoring compliance to each agreement. Measures are in place to adopt and share good practice based on this approach.

8.3 This report is also a mechanism of identifying the successes and challenges faced by our partners, with a transparent approach to reporting the delivery, costs and outcomes of the services delivered by third parties on our behalf and from Council buildings.

8.4 It also demonstrates that the Council is committed to maintaining quality and improving services as a shared objective with the partners concerned.

## **9.0 Integrated Assessment Implications**

9.1 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.
- 9.2 The Well-being of Future Generations (Wales) Act 2005 mandates that public bodies in Wales must carry out sustainable development. Sustainable development means the process of improving the economic, social, environmental and cultural well-being of Wales by taking action, in accordance with the sustainable development principle, aimed at achieving the 'well-being goals'.
- 9.3 Our Integrated Impact Assessment (IIA) process ensures we have paid due regard to the above. It also takes into account other key issues and priorities, such as poverty and social exclusion, community cohesion, carers, the United Nations Convention on the Rights of the Child (UNCRC) and Welsh language.
- 9.4 An IIA screening form has been completed, with an agreed outcome that a full IIA report is not required at this stage.
- 9.5 This report is for information purposes only, detailing the partners who operate leisure facilities and visitor attractions within the Cultural Services portfolio, who provide services to local people, wider communities and visitors to Swansea. The report is to evidence partner performance from a financial and quantitative perspective. The monitoring arrangements that support producing this report continue to ensure partners are contributing towards the objectives of the Council's ambitions as identified within the agreed Policy Commitments.

## **10.0 Legal Implications**

- 10.1 There are no further legal implications over and above those outlined in the body of the report and any future implications would be subject to separate reports in line with the Councils constitution.

## **11.0 Financial implications**

- 11.1 There are no further additional financial implications over and above those outlined in the body of the report and any future implications would be subject to separate reports in line with the Councils constitution.

**Background Papers:** None

### **Appendices:**

Appendix A - IIA Screening Form

# Appendix A - Integrated Impact Assessment Screening Form

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

## Which service area and directorate are you from?

Service Area: Cultural Service

Directorate: Place

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

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

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

Leisure Partnerships Annual Report 2021/2022

Report to advise Cabinet of the partner operations of key facilities within the Cultural Services portfolio.

Report is for information purposes only

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

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

## Appendix A - Integrated Impact Assessment Screening Form

Pregnancy and maternity	<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>	<input checked="" type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Human Rights	<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>	<input checked="" type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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

No engagement or consultation required.

The report is to evidence partner performance from a financial and quantitative perspective using KPI's agreed by the Council and partners who operate key facilities under management/operating agreements, a lease or licence

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

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

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

High risk

Medium risk

Low risk

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

Yes  No If yes, please provide details below

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

Yes  No If yes, please provide details below

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

# Appendix A - Integrated Impact Assessment Screening Form

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

This report is for information purposes only and does not affect user groups, communities or services operated by Swansea Council

## Outcome of Screening

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

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

This report is for information purposes only, detailing the partners who operate leisure facilities and visitor attractions within the Cultural Services portfolio, who provide services to local people, wider communities and visitors to Swansea. The report is to evidence partner performance from a financial and quantitative perspective.

The monitoring arrangements that support producing this report continue to ensure partners are contributing towards the objectives of the Council's ambitions as identified within the agreed Policy Commitments.

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

Full IIA to be completed

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

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

<b>Screening completed by:</b>
<b>Name:</b> Jamie Rewbridge
<b>Job title:</b> Strategic Manager – Leisure, Partnerships, Health & Wellbeing
<b>Date:</b> 7.3.23
<b>Approval by Head of Service:</b>
<b>Name:</b> Tracey McNulty
<b>Position:</b> Head of Cultural Services
<b>Date:</b> 7.3.23

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



# Agenda Item 12.



## Report of the Cabinet Member for Care Services

Cabinet – 20 April 2023

### West Glamorgan Regional Partnership Board Area Plan 2023-2027

<b>Purpose:</b>	To present the West Glamorgan Partnership Area Plan for approval by Swansea Council following approval by the Regional Partnership Board on 23 <sup>rd</sup> January 2023.
<b>Policy Framework:</b>	Section 14A of the Social Services and Wellbeing (Wales) Act 2014.
<b>Consultation:</b>	The document has been endorsed through the governance arrangements of the Regional Partnership Board.  Legal, Finance and Access to Services
<b>Recommendation(s):</b>	It is recommended that Cabinet:  1) Approves the West Glamorgan Area Plan 2023/2027.  2) Notes that the Plan will be considered by the Swansea Bay University Health Board for approval and will then be submitted to Welsh Government.
<b>Report Author:</b>	Kelly Gillings
<b>Finance Officer:</b>	Ben Smith
<b>Legal Officer:</b>	Debbie Smith
<b>Access to Services Officer:</b>	Rhian Millar

#### 1. Introduction

- 1.1 This Area Plan sets out how the West Glamorgan Regional Partnership Board will respond to the findings of the [West Glamorgan Population Needs Assessment](#) published on the 1<sup>st</sup> April 2022, which captured the health and social care needs of people across the West Glamorgan

Region. It explains how the Local Authorities and the Health Board, with partners, will address the requirements of the Social Services and Well-being (Wales) Act 2014.

- 1.2 This document is the longer-term five-year strategic plan (2023-2027) and includes the regional priorities to be overseen by the West Glamorgan Regional Partnership Board.
- 1.3 The second document (to be published later in the year) is the corresponding Action Plan, which is also a five-year plan (2023-2027), includes the key actions for the partnership to deliver, the timeline for delivery, along with the outcomes and impact those actions will have in delivering the regional priorities. This is a live plan and therefore iterative.
- 1.4 The former Western Bay Regional Partnership Forum was established on a non-statutory footing in 2014 to progress and oversee the work of the Western Bay Health and Social Care Programme. It also worked on the arrangements for implementing the Social Services and Well-being (Wales) Act 2014 (the Act). The Act came into effect on 6<sup>th</sup> April 2016 and introduced a statutory role for a Regional Partnership Board and specific responsibilities.
- 1.5 The Western Bay Regional Partnership Forum was reformed to become the Western Bay Regional Partnership Board (WB RPB) in July 2016 to meet Part 9 of the Act.
- 1.6 Following the Bridgend Boundary Change, from 1<sup>st</sup> April 2019 the new Regional Partnership arrangements for West Glamorgan were established with the statutory partners, Neath Port Talbot County Borough Council, Swansea Council and Swansea Bay University Health Board.
- 1.7 The governance structure for the West Glamorgan Transformation Programme, can be found in Appendix 1.
- 1.8 The objectives of the West Glamorgan Regional Partnership Board are to ensure the partnership works effectively together with the following responsibilities:
  - To respond to the Population Needs Assessment carried out in accordance with section 14 of the Act
  - Plan and deliver initiatives using social value models to enhance health and social care.
  - To ensure the partnership bodies provide sufficient resources for the partnership arrangements
  - To promote the establishment of pooled funds, where appropriate
  - To ensure that services and resources are used in the most effective and efficient way to improve outcomes for people across the region

- To prepare an annual report for Welsh Ministers on the extent to which the Board's objectives have been achieved
  - To provide strategic leadership to ensure that information is shared and used effectively to improve the delivery of services and care and support, using technology and common systems to underpin this.
- 1.9 Section 14A of the Social Services and Wellbeing (Wales) Act 2014 requires local authorities and Local Health Boards to produce Area Plans setting out the range and level of services that will be provided in their area in response to regional Population Assessments.
- 1.10 This report was considered and approved by the Regional Partnership Board on the 25<sup>th</sup> of January 2023 however it needs to be formally approved by each of the statutory partners in the RPB.

## **2. Development of the Area Plan**

- 2.1 This Area Plan has been developed by reviewing the Population Needs Assessment's core themes and the gaps in provision that were identified as part of the information gathering exercises. Future work to address these gaps forms part of the plan, along with the findings of the Market Stability Report (also developed in 2022).
- 2.2 A review of the Population Needs Assessment and the Market Stability Report undertaken in the context of the new policies and guidance from Welsh Government (including the Models of Care linked to the Regional Integrated Fund and the Six Goal Programme) has served to reinforce the direction of travel for the region.
- 2.3 Additionally, the table identified where each action contributed to the policy agenda of "A Healthier Wales," Welsh Government Models of Care along with its enablers and the Six Goals of Urgent and Emergency Care
- 2.4 The region has co-developed the Area Plan by working in tandem with partners to engage with the population on the priority areas. As highlighted in the Population Needs Assessment's [Introductory Chapter](#), organisations have been mindful of consultation fatigue and the importance of ensuring engagement efforts are not duplicated across agencies.
- 2.5 This approach involved collaborating with the PSB Wellbeing Assessment engagement activities. The regional care and support component formed part of Neath Port Talbot's 'Let's Talk' campaign and Swansea's Assessment of Local Wellbeing public engagement exercises.
- 2.6 In addition to the above, we were able to further the conversation via our series of virtual 'Possibilities for People' public engagement events, two in person Emotional Wellbeing and Mental Health Summits (June and October 2022), and the Your Voice Advocacy 'Keep Me Healthy'

Learning Disability Event (October 2022). These discussions solidified our thinking in terms of agreeing the themed areas that the region is focussing on.

- 2.7 It is important to recognise that the work undertaken to date sets out a starting point for further, more detailed engagement on the region's priority areas. The breadth of the regional programme of work can be overwhelming, particularly for the wider population who may not be involved in this arena and whose awareness of the transformation agenda may be limited. To this end, we are/will be undertaking specific, targeted engagement on the priority themes and their practical implementation going forward.

### 3. **West Glamorgan Regional Priorities for 2023-2027**

- 3.1 In response to the key conclusions drawn from the Population Needs Assessment and Market Stability Report, the West Glamorgan Regional Partnership Board has adjusted their priorities for the next five years.



- 3.2 A summary of the priorities are set out below – and these will form the basis of the detailed action plan which is being prepared:

## Strengthening Communities

This priority focusses on how the statutory partners, third sector and volunteers will work collaboratively with and in communities. The partnership will adopt a strength-based and place-based model of prevention and community co-ordination. This will better support and promote good emotional health and wellbeing for individuals to remain living safe and well within their communities, without unnecessary recourse to statutory health and care services.

There will be a particular focus on:

- Support for carers of all ages
- Prevention and well-being services that support the delivery of a person-centred health and care approach
- Expanding the range of financially sustainable accommodation-based solutions for individuals who have or may develop care and support needs and reduce avoidable recourse to more institutionalised forms of care.

## Transforming Health and Care Services at Home

This priority focusses on the development of new models of financially sustainable and integrated community health and care to support people to remain living safe and well within own homes and communities.


There will be a particular focus on:

- Home from hospital services
- Reducing unscheduled care admissions for people over 65
- Reducing the time spent in an acute hospital setting following an unscheduled care admission for people over 65
- Reducing unnecessary recourse to long term care for people over 65.

## Transforming Emotional Wellbeing & Mental Health Services:



This priority focusses on the development of an increased range of opportunities and promoting good emotional health and wellbeing for children and adults who are struggling with their mental health and including dementia to access proportionate support across the continuum of need.



There will be a particular focus on:

Implementing a 'no wrong door' approach for access to emotional well-being and mental health support


Ensuring timely access to the right help, from the right person at the right time across the continuum of need

Increasing the range of opportunities for children and adults to access support that promotes emotional and psychological well-being and reduce avoidable recourse to specialist mental health services.

## Transforming Complex Care



This priority focusses on the development of new models of financially sustainable and integrated health and community-based care that maximises the safety and independence of children and adults with complex needs, enabling them to live and be cared for closer to home, lead ordinary lives and avoids unnecessary recourse to more institutionalised forms of care.



There will be a particular focus on:

Establishing effective processes for joint assessment and care planning (including the associated funding arrangements) between the statutory partners that ensure a focus on the delivery of integrated health and care for children and adults with complex needs.

Improving the experience of an individual in the transition from children to adult services

Expanding the range of financially sustainable accommodation and care-based solutions for children and adults with complex needs and reduce avoidable recourse to more institutionalised forms of care

Expand the range of financially sustainable integrated health and care services across the continuum of need and support children to remain living safe and well within their families and communities.

#### **4. Conclusion**

- 4.1 The Area Plan provides the strategic direction for the RPB programme for the next five years. It is a plan at a point in time and will therefore continue to iterate and develop and be continuously reviewed. The detailed action plan will set out the Goals, Methods and Outcomes, reflecting the Health Board's Integrated Medium Term Plan (IMTP), to ensure clarity on delivery is available. The priorities in this strategic plan are reflected in, and aligned to, the Health Board's draft IMTP for 2023/26
- 4.2 The governance arrangements for the programmes are currently being reviewed to ensure they reflect the strategic direction set out in the Plan.

#### **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 taking action, in accordance with the sustainable development principle, aimed at achieving the 'well-being goals'.
- 5.3 Our Integrated Impact Assessment (IIA) process ensures we have paid due regard to the above. It also takes into account other key issues and priorities, such as poverty and social exclusion, community cohesion, carers, the United Nations Convention on the Rights of the Child (UNCRC) and Welsh language.

5.4 An IIA Screening has been undertaken and is appended to the report. The Regional Partnership Board supports the development of integrated services across the region and adds value and improves the services delivered to the population of Swansea. The culminative impact can be demonstrated as positive. This is evidenced within our Annual Reports and progress as reported though to the Regional Partnership Board.

5.5 There is positive impact on the population as a result of this report, however direct implications of service changes will be determined when the Action Plan is produced. The action plan or programmes related to service change will be subject to the IIA process over the next 5 year.

## **6. Financial Implications**

6.1 There are no direct financial implications associated with this Report. Funding for programmes under the Regional Partnership Board come through various funding streams which are approved through the partnership and individual organisations as required.

## **7. Legal Implications**

7.1 There are no legal implications associated with this report

**Background Papers:** None

### **Appendices:**

Appendix A - West Glamorgan Area Plan 2023-27

Appendix B - IIA Screening Report





**WEST GLAMORGAN REGIONAL PARTNERSHIP**

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**AREA  
PLAN**

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**2023-27**



This document is available in alternative formats.

Please contact the West Glamorgan Transformation Office via email at [west.glamorgan@swansea.gov.uk](mailto:west.glamorgan@swansea.gov.uk) with details of your requirements.

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## 1. Foreword

On behalf of the West Glamorgan Regional Partnership, I'm pleased to bring you our Area Plan for 2023-2027. This hugely important piece of work builds on the previous edition, which was published under our former guise of Western Bay (prior to Bridgend's move to the Cwm Taf Morgannwg region). is the culmination of several months of preparation and collaboration. It sets out clear themed objectives based on the findings of our most recent Population Needs Assessment and Market Stability Report, and I must applaud the phenomenal efforts of all those involved in these initiatives. The past few years have been tremendously challenging for us all, but I'm proud to say that colleagues across all partner organisations and those working with us on a voluntary basis have pulled out all the stops to help us map out this clear path for meaningful progress.

You will see that the Area Plan sets out the ways in which our work programmes deliver against key Welsh Government policies (A Healthier Wales, the Welsh Government Models of Care linked to the Regional Integrated Fund, and the Six Goals of Urgent and Emergency Care). The Plan also accounts for the gaps in service provision as highlighted in the Population Needs Assessment and Market Stability Report.

Devising the Area Plan has been an incredibly valuable exercise in that it gives us a thorough understanding of our position as a region and ensures everything we are delivering or plan to deliver aligns with local need as well as national principles. I'd like to extend my thanks to all those who have played a role in the development of this Plan and the initiatives that have helped shape it.

This will, of course, be an evolving document that will change and grow in tandem with the shifting health and social care landscape. We look forward to this next phase of our transformation journey and will keep refreshing the Area Plan to reflect our progress.

  
**Emma Woollett**

Chair of the West Glamorgan Regional Partnership Board



## 2. Introduction to the Area Plan and West Glamorgan Partnership

This Area Plan sets out how the West Glamorgan Regional Partnership Board will respond to the findings of the [West Glamorgan Population Needs Assessment](#) published on the 1<sup>st</sup> April 2022, which captured the health and social care needs of people across the West Glamorgan Region. It explains how the Local Authorities and the Health Board, with partners, will address the requirements of the Social Services and Well-being (Wales) Act 2014.

This document is the longer-term five-year plan (2023-2027) and includes the regional priorities to be overseen by the West Glamorgan Regional Partnership Board.

The second document (to be published later in the year) is the corresponding Action Plan, which is also a five-year plan (2023-2027), includes the key actions for the partnership to deliver, the timeline for delivery, along with the outcomes and impact those actions in delivering the regional priorities. This is a live plan and therefore iterative.

The former Western Bay Regional Partnership Forum was established on a non-statutory footing in 2014 to progress and oversee the work of the Western Bay Health and Social Care Programme. It also worked on the arrangements for implementing the Social Services and Well-being (Wales) Act 2014 (the Act). The Act came into effect on 6<sup>th</sup> April 2016 and introduced a statutory role for a Regional Partnership Board and specific responsibilities.

The Western Bay Regional Partnership Forum was reformed to become the Western Bay Regional Partnership Board (WB RPB) in July 2016 to meet Part 9 of the Act.

On 14<sup>th</sup> June 2018, Vaughan Gething, Cabinet Secretary for Health, and Social Services confirmed that, following consultation, that healthcare services for people in the area of Bridgend County Borough Council should be provided by Cwm Taf University Health Board (Cwm Taf) instead of Abertawe Bro Morgannwg University Health Board to align decision-making across health and local government.

This meant that from 1<sup>st</sup> April 2019, Bridgend County Borough Council regional partnership arrangements moved from the Western Bay Region to the Cwm Taf Region.

From 1<sup>st</sup> April 2019 the new Regional Partnership arrangements for West Glamorgan were established with the statutory partners, Neath Port Talbot County Borough Council, Swansea Council and Swansea Bay University Health Board.

The governance structure for the West Glamorgan Transformation Programme, can be found in Appendix 1.

The objectives of the West Glamorgan Regional Partnership Board are to ensure the partnership works effectively together with the following responsibilities:

- To respond to the Population Needs Assessment carried out in accordance with section 14 of the Act.

- Plan and deliver initiatives using social value models to enhance health and social care.
- To ensure the partnership bodies provide sufficient resources for the partnership arrangements.
- To promote the establishment of pooled funds, where appropriate.
- To ensure that services and resources are used in the most effective and efficient way to improve outcomes for people across the region.
- To prepare an annual report for Welsh Ministers on the extent to which the Board's objectives have been achieved.
- To provide strategic leadership to ensure that information is shared and used effectively to improve the delivery of services and care and support, using technology and common systems to underpin this.

## West Glamorgan Vision and Aims



## West Glamorgan Population Needs Assessment

The Social Services and Well-being (Wales) Act 2014 introduced a duty on Local Authorities and Health Boards to prepare and publish an assessment of the care and support needs of the population, including Carers who need support across the region.

In order to do this, the West Glamorgan region of Neath Port Talbot County Borough Council, Swansea Council, Swansea Bay University Health Board and

Third Sector partners considered these care and support needs against a set number of core themes. These are:

- Older People
- Children and Young People
- Mental Health
- Learning Disability
- Autism
- Carers who need Support
- Health and Physical Disability
- Sensory Impairment
- Violence against Women, Domestic Abuse and Sexual Violence

Preparing the Population Needs Assessment involved gathering information on well-being and the barriers to achieving well-being for people who need care and support, and their Carers. The exercise also considered what could prevent people from needing care and support in the first place, and what could be done to prevent this need from increasing.

To view the West Glamorgan Population Needs Assessment, please visit: [West Glamorgan Population Needs Assessment 2022-2027](#)

## Development of the Area Plan

This Area Plan has been developed by reviewing the Population Needs Assessment's core themes and the gaps in provision that were identified as part of the information gathering exercises. Future work to address these gaps forms part of the plan, along with the findings of the Market Stability Report (also developed in 2022).

A review of the Population Needs Assessment and the Market Stability Report undertaken in the context of the new policies and guidance from Welsh Government (including the Models of Care linked to the Regional Integrated Fund and the Six Goal Programme) has served to reinforce the direction of travel for the region.

To view the full review of the gaps in service or identified services needs from the Population Needs Assessment and Market Stability Reports go to **Appendix 2** where each gap or service identified has an action identified to address the issue.

Additionally, the table identified where each action contributed to the policy agenda of "A Healthier Wales," Welsh Government Models of Care along with its enablers and the Six Goals of Urgent and Emergency Care.

The region has co-developed the Area Plan by working in tandem with partners to engage with the population on the priority areas. As highlighted in the Population Needs Assessment's [Introductory Chapter](#), organisations have been mindful of consultation fatigue and the importance of ensuring engagement efforts are not duplicated across agencies.

This approach involved collaborating with the PSB Wellbeing Assessment engagement activities. The regional care and support component formed part of Neath Port Talbot's 'Let's Talk' campaign and Swansea's Assessment of Local Wellbeing public engagement exercises.

In addition to the above, we were able to further the conversation via our series of virtual 'Possibilities for People' public engagement events, two in person Emotional Wellbeing and Mental Health Summits (June and October 2022), and the Your Voice Advocacy 'Keep Me Healthy' Learning Disability Event (October 2022). These discussions solidified our thinking in terms of agreeing the themed areas that the region is focussing on.

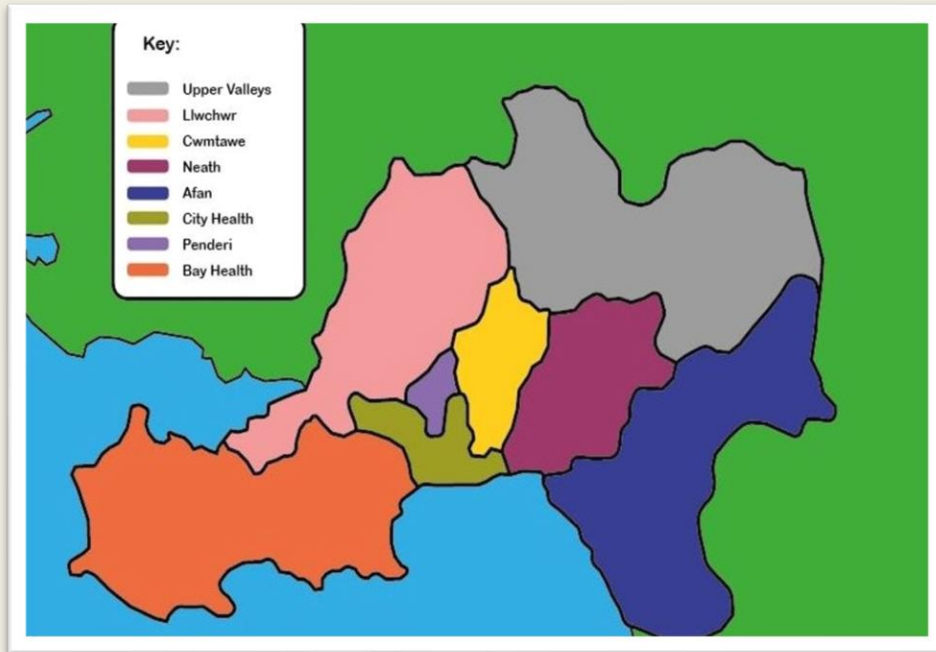
It is important to recognise that the work undertaken to date sets out a starting point for further, more detailed engagement on the region's priority areas. The breadth of the regional programme of work can be overwhelming, particularly for the wider population who may not be involved in this arena and whose awareness of the transformation agenda may be limited. To this end, we are/will be undertaking specific, targeted engagement on the priority themes and their practical implementation going forward.

### **Links to the national accelerated cluster development programme and Pan Cluster Plan**

In 2022/2023, the Welsh Health Minister launched a national programme to accelerate cluster based working and strengthen links between clusters and the Regional Partnership.

**"A cluster brings together all local services involved in health and care across a geographical area, typically serving a population between 25,000 and 100,000"**  
**- National Strategic Programme**

Eight Local Cluster Collaboratives have been formed in the West Glamorgan region, and these include representatives from a series of professional collaboratives covering dental, pharmacy, optometry, community nursing, allied health professionals, and general medical practitioners. They also include third sector and mental health membership.



Local Cluster Collaboratives provide a very local form of partnership working to ensure a range of health and well-being services are organised and delivered for local communities as effectively as possible and that there is good join up between services.

An overarching Pan Cluster group has also been established, as required by the national programme, with representation from the Regional Partnership.

The programme is only currently in its transitional year. The cluster plans for 23/24 will focus on projects and services that will improve prevention of ill health and reduction of health inequalities, planned and unscheduled care, services for those with mental health problems or learning disabilities, and children and young people.

Joint work is underway to ensure we maximise opportunities to join up plans, priorities and actions going forward where it makes sense to do so and is likely to deliver better services and outcomes for local populations. This will include joint work on workforce planning and implementation of projects.

### **Themes identified for regional delivery**

The following areas of work where partner organisations integrate to provide seamless services for the population will be addressed by the Regional Partnership:

- Older Adults
- Children and Young People
- Mental Health
- Learning Disability
- Autism



- Carers

### **Themes identified for local delivery**

The following areas of work are being addressed locally by partner organisations as part of their core business, or through existing partnerships between organisations across the region:

- Health and Physical Disability – Core Business of Statutory Partners
- Sensory Impairment – Core Business of Statutory Partners
- Violence against Women, Domestic Abuse and Sexual Violence – Regional VAWDASV Group).

That said, where these themes have identified cross cutting areas for the region in terms of integrating services, they will be incorporated into this Area Plan and Action Plan for implementation.

### **Co-production in West Glamorgan**

The region has a long history of working with Service Users and Carers to support its work.

During 2018/19, the Regional Partnership Board reviewed the programme and its governance. This review highlighted a number of areas of improvement in how we engage with citizens and to that end, from 1<sup>st</sup> April 2019, citizens have been represented on the Transformation Boards as well as the Regional Partnership Board.

In addition, we have also been striving to capture more Carer and Service User voices across the programme, therefore we have established a Carers Liaison Forum, a Housing Liaison Forum, and we are developing a Well-being and Learning Disability Forum. We have held a number of events to allow individuals to assist us to design the priorities of the programme and the associated projects.

We have a web page dedicated [to co-production on our website](#) which demonstrates the commitment to this principle across West Glamorgan.

### **Equalities and Human Rights in West Glamorgan**

The [Public Sector Equality Duty](#) (PSED) was introduced by the Equality Act 2010 and places a duty on public bodies to eliminate unlawful discrimination and advance equality of opportunity on the basis of a series of [protected characteristic](#) groups. The West Glamorgan Regional Partnership Board is fully committed to the equalities agenda and ensuring due regard to the provisions of the PSED when developing and delivering services.

The [Human Rights Act](#) came into force in the UK in October 2000 and sets out sets out the fundamental rights and freedoms applicable to all citizens. People have a right to be heard, and this means involving them in shaping the services

they use. Further work will take place under the direction of the West Glamorgan Regional Partnership Board to ensure that people have their say when it comes to decisions that affect their personal well-being. Swansea became a Human Rights City; launched at the end of 2022.

Children have specific rights that are set out in the [United Nations Convention on the Rights of the Child](#). In Wales, we must demonstrate the steps we take to listen to children and young people.

Persons with Disabilities have specific rights that are set out in the [United Nations Convention on the Rights of Persons with Disabilities \(CRPD\)](#). In Wales, we must demonstrate the steps we take to listen to and to respond positively to this group.

## **Links to Public Services Boards and Well-being Plans**

There are two Public Services Boards in the West Glamorgan area, established by the [Well-being of Future Generations \(Wales\) Act 2015](#). The purpose of the Public Service Boards is to improve the economic, social, environmental, and cultural well-being in their area, strengthening joint working across all public services in West Glamorgan. Public Services Boards have undertaken a 'Well-being Assessment' in parallel with the Population Assessment and are in the process of revising their Well-being Plans.

It is clear from the Well-being Plans that there are strong links between the priorities of each Public Services Board and those included within the regional Area Plan. All Public Services Boards reference four priority areas and whilst the specific details vary, there is a strong focus on these common themes:

- Ensuring children receive the best start in life during their early years
- Building strong communities that are resilient and safe
- Enabling citizens to live and age well within their communities and promote well-being
- Sustaining natural environments and reducing the carbon footprint.

Additionally, the Well-being Plans contain specific actions and areas of work that each Public Services Board will oversee. These actions are reflected within the Area Plan chapters and support integration of services both at a local and regional level. The regional cross-cutting themes and ethos of West Glamorgan Regional Partnership are particularly evident with reference to digital improvement, data sharing, partnership working, prevention and well-being. There is also a cross-cutting theme across all three Public Services Boards around the use of green spaces, which aligns with the Health and Physical Disability chapter within the Population Needs Assessment.

## **How will we monitor and review the plan?**

Progress for the regional priorities in the Action Plan will be monitored on a quarterly basis at the Regional Partnership Board. Any issues will be escalated

through the West Glamorgan governance structure, as appropriate. Details of the West Glamorgan governance arrangements are included in **APPENDIX 1**.

## **Current Pooled Fund Arrangements**

For some years, the Welsh Assembly Government has encouraged statutory organisations like Health Boards and Local Authorities to work together and develop joint funding arrangements often referred to as “pooled budgets,” “funds” or “Section 33 agreements”. A pooled budget is a mechanism by which the partners to the agreement each contribute to the delivery of the outcomes required by creating a discrete fund. The intention must be to enable flexibility in fulfilling the functions that are part of the pooled fund arrangement and therefore the use of these funds.

West Glamorgan already has several arrangements where funding from the Local Authorities and the Swansea Bay University Health Board have been pooled in order that services are integrated and seamless for service users.

These include:

- A Pooled Fund (Section 33 agreement) for Intermediate Care Services (Home First Programme) for the Swansea and Neath Port Talbot localities
- A Pooled Fund for Older Adults Care Homes (Section 33 agreement).
- A Pooled Fund (Section 33 agreement) for a Joint Equipment Store.

## **Information, Advice and Assistance (IAA)**

IAA is organised and delivered locally, with a regional overview of the IAA position. Work is ongoing around linking the various IAA systems currently being utilised by all partners, which includes the Third Sector Infoengine system, the National Local Authority DEWIS platform and the Health Board’s 111 system.

Further information can be found in **APPENDIX 3**.

## **Welsh Language**

West Glamorgan partners recognise the importance of the Welsh language and ensuring the needs of the Welsh speaking population are taken into account during service planning and delivery. This is organised locally by each of the statutory bodies, details of which are included in **APPENDIX 4**.

## **Social Value**

Commitment to delivering health and social care based on a social value model approach, including promoting social enterprises, co-operatives, user-led services, and the Third Sector.

The West Glamorgan Regional Partnership funds the 'Well-being Enterprise Development Support Project' which is delivered by the two Councils for Voluntary Service. Officers support the development of Social and Micro Enterprises providing practical advice on the establishment, funding and running of new organisations to ensure a diverse and mixed economy of providers for the care and support needs of people across the region.

The project has strong links with the West Glamorgan Social Value Forum, which was established in 2019, in line with Welsh Government requirements. The Forum aims to support the development of a thriving social value sector and to help embed social value within the West Glamorgan programme. The ambition of the forum is to use the seven elements of a Social Value Model of Delivery as a framework for planning, funding, co-designing and evaluating project delivery and working towards the regional priorities.

DRAFT

Social Value Models of Delivery (sourced from 'Transforming Social Care', Cwmpas)



The Welsh Government's White Paper on rebalancing Care and Support sets out a vision for improving outcomes for people who need care and support and carers who need support. The paper seeks to rebalance the care and support market and outlines the system change needed:

- away from price towards quality and social value
- away from complexity towards simplification
- away from task-based practice towards an outcome-based practice
- away from reactive commissioning towards managing the market
- away from an organisational focus towards more effective partnership.

Social value approaches to commissioning will create an environment in which not-for-profit providers can grow, including co-operatives, whilst simultaneously encouraging all providers to develop their capacity for delivering social value.

### 3. Strategic Policy

During the development of this Area Plan, the region has considered the Welsh Government Policies including:

- A Healthier Wales: Our Plan for Health and Social Care,
- Welsh Government Models of Care linked to the Regional Integrated Fund
- Six Goals of Urgent and Emergency Care.

#### A Healthier Wales

A Healthier Wales sets out the plan for a long-term future vision of a “whole system approach” to health and social care, focusing on health and well-being and preventing illness. The vision is supported by the Quadruple Aim outlined in the diagram below. The Regional Partnership supports the delivery of these national goals through the delivery of its programme and has been used as a tool to ensure that each priority for the region contributes to the aims of the nation.

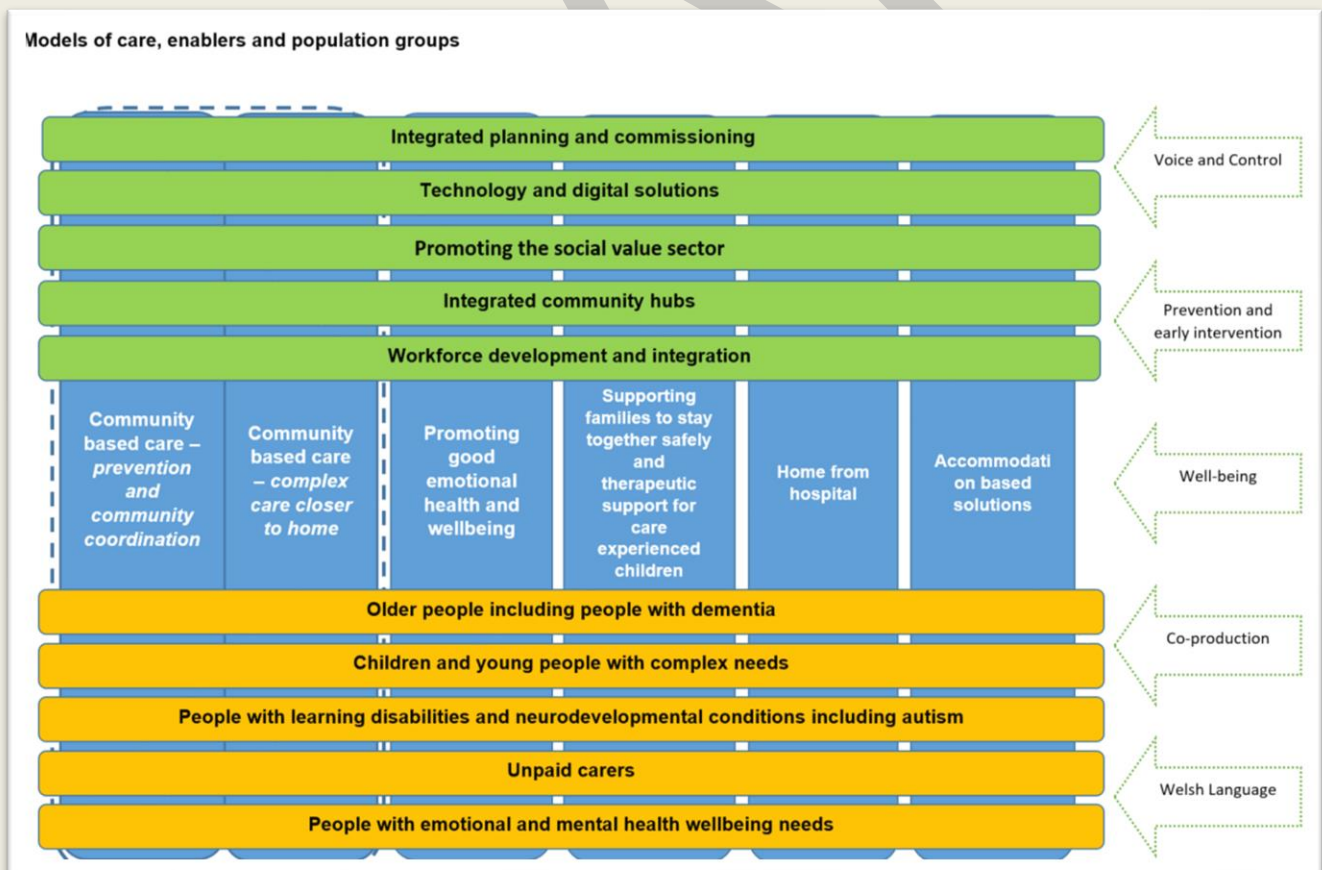


## Welsh Government Models of Care

Welsh Governments aim is that by the end of the current five-year programme, Wales will have established and mainstreamed at least six new national models of integrated care so that citizens of Wales, wherever they live, can be assured of an effective and seamless service experience.

Regional Partnership Boards will have the flexibility to determine which projects and services align to which model of care but essentially all RPBs will need to ensure that:

- They invest in the development and embedding of the six priority models of care.
- That they are able to demonstrate that they are meeting the needs of all the priority population groups within each of the models of care
- That they are maximising the use of key enablers to ensure their models of care are innovative, integrated, and transformative.
- Across all population groups every opportunity is seized to increase the 'active offer' of integrated services through the medium of Welsh. Partners are able to 'shift' core resources to invest as match funding to ensure sustainable long-term delivery of new models of care.



A more detailed depiction of each of the Models of Care (above)

## **Community Based Care – Prevention and Community Coordination**

There is a need to focus on prevention and early intervention to make services sustainable into the future and ensure better health and wellbeing outcomes for people. Section 15 of the SSWBA places statutory duties on local authorities to provide and arrange the provision of services to prevent or delay the development of care and support needs. Local authorities and local health boards must, when exercising their functions have regard to the importance of achieving these purposes in their areas. There is a need to build the resilience of the Welsh health and social care system by investing in preventative community services and supporting citizens to use these services to best effect. We are again looking to work closely with the local cluster collaboratives to promote/ accelerate prevention and community co-ordination.

To achieve this, it is vital that people are able to access the right information, advice and support they need, as quickly as possible and in the right place at the right time.

### **Community based care – complex care closer to home**

The 'Complex care closer to home' model should support implementation of the Discharge to Recover and Assess Pathways, helping people to have their health and social care needs met as close to home as possible in a seamless and integrated way.

### **Promoting good emotional health and well-being**

Regional Partnership Boards should consider their population needs assessments and determine the level of Emotional Health and Well-being services that they invest in across all ages of their population. This should complement but not replace Welsh Government investment in acute mental health services including the child and adolescent mental health service.

### **Supporting families to stay together safely, and therapeutic support for care experienced children**

In keeping with the principle of prevention and early intervention they should work with families to help them stay together safely and prevent the need for children to become looked after. Models of care should be clearly integrated across partner organisations to provide a cooperative response for the families and children.

### **Home from hospital**

Where possible care and support should be offered to help people stay well at home, and our national models of **Community based care** are designed to provide preventative care and where needed a rapid response to prevent the need for people to be conveyed to hospital. However, recognising that some people will always require acute assessment/ treatment in a hospital environment, it is vital that we create a national model of care that helps people be discharged to recover



at home as quickly and safely as possible. This will also support the generation of capacity within health and care settings, ensuring that those who do need acute care can access it in a safe and timely manner.

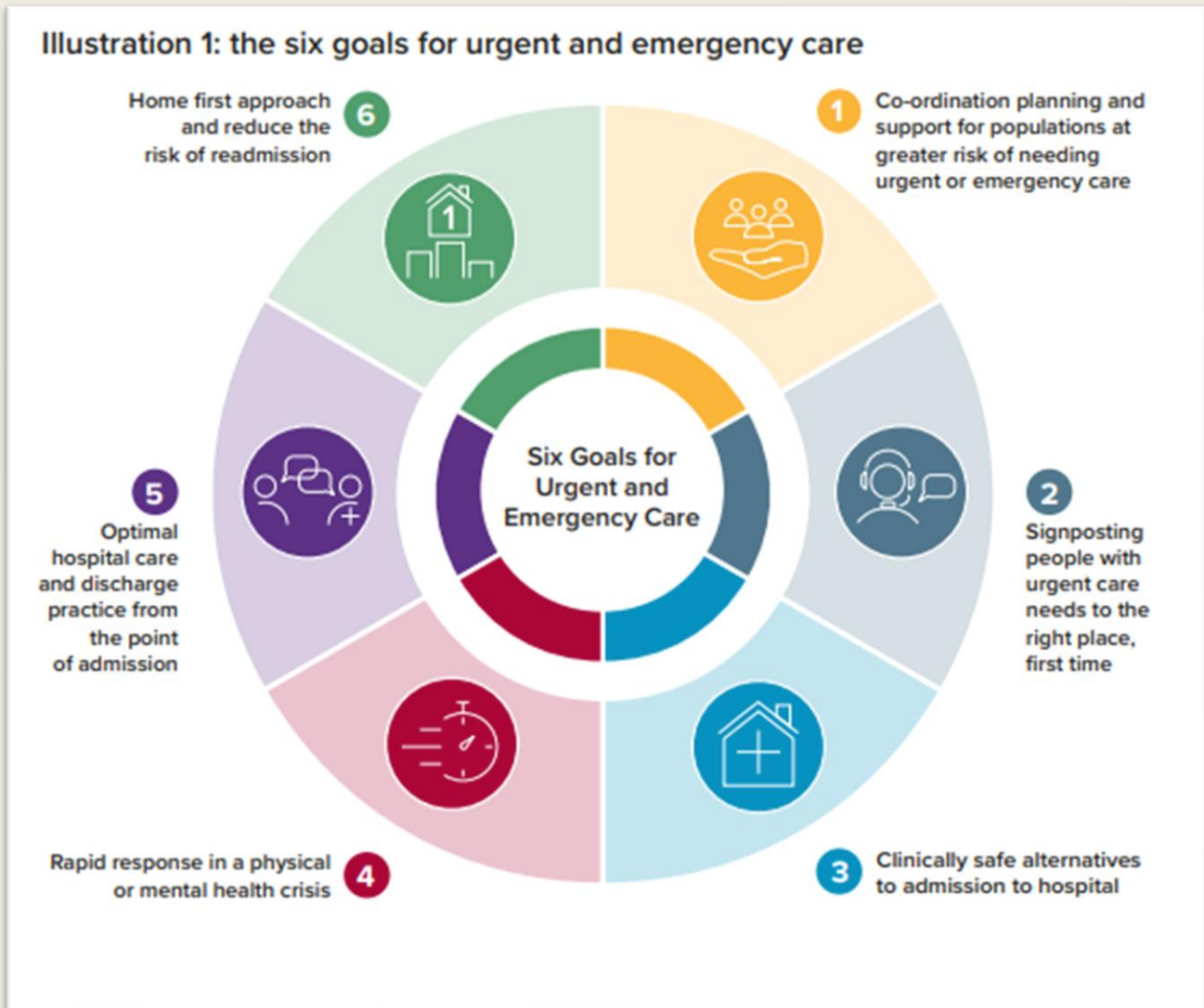
### **Accommodation based solutions**

Developing accommodation that can support people's independent living and have their care and support needs met in a domestic or residential environment is an important part of our health and care system. Linking with housing, registered social landlords, residential care providers and other key partners, including those who can support home adaptations will be vital to delivering this model of care.

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## Six Goals of Urgent and Emergency Care

The six goals, co-designed by clinical and professional leads, span the urgent and emergency care pathway, and reflect the priorities in the Programme for Government 2021–2026 to provide effective, high quality and sustainable healthcare as close to home as possible, and to improve service access and integration.



The priorities, aligned to each of the six goals, should be considered as part of a whole-system and integrated approach. Some of our priorities have medium or longer-term timescales for implementation. This is in recognition of the well-rehearsed challenges faced by health and social care organisations regarding recruitment and retention, and the difficulty associated with managing increasing and complex levels of patient demand. Longer-term milestones also recognise sustainable and effective change cannot be achieved overnight or without focus on continuous learning, sharing, and improving.

The Regional Partnership has considered the six goals while developing this Area Plan and demonstrates the areas of work being delivered by the partnership in support of the programme for government.

- **GOAL 1: Coordination, planning and support for people at greater risk of Urgent and Emergency Care:**

Health and social care organisations should work in collaboration with public service and third sector partners to deliver a coordinated, integrated, responsive health and care service, helping people to stay well longer and receive proactive support, preventative interventions, or primary treatment before it becomes urgent or an emergency.
- **GOAL 2: Signposting, information, and assistance**

When people need or want urgent care, they can access a 24/7 urgent care service via the NHS 111 Wales online or telephone service where they will be given advice and, where necessary, signposted or referred to the right community or hospital-based service, first time. This will be achieved through the development of an integrated 24/7 urgent care service.
- **GOAL 3: Clinically safe alternatives to admission**

People access appropriate and safe care close to home, and with as much continuity of care, as possible. Admission for ongoing care to an acute hospital bed should only occur if clinically necessary. Linked to Goals 1 and 2, and the establishment of an integrated 24/7 urgent care service, Health Boards.
- **GOAL 4: Rapid response in Crisis**

Individuals who are seriously ill or injured or in a mental health crisis should receive the quickest and best response commensurate with their clinical need – and, if necessary, be transported to the right place for definitive care to optimise their experience and outcome.
- **GOAL 5: Optimal hospital care and discharge practice from the point of admission**

Optimal hospital-based care provided for people who need short term, or ongoing, assessment or treatment for as long as it adds benefit to outcome, with a relentless focus on good discharge practice.
- **GOAL 6: Home first approach and reduce risk of admission**

People will return home following a hospital stay – or to their local community with additional support if required – at the earliest and safest opportunity to improve their outcomes and experience, and to avoid deconditioning.

## 4. Cross Cutting Regional Priorities

### Access and Transport

A consistent theme in the development of the Area Plan (emerging from the Population Assessment exercise) is the issue of transport and access to services.

For example, within the Older People chapter of the Population Needs Assessment, some of the ‘lifestyle factors’ included:

- **Community Transport:** Based on research where people struggle from rural areas to access services, it is to provide easy transport to critical health and social care services if the capability doesn’t allow for a digital solution.
- **Access to Services:** Developing digital services for the majority will be a benefit for non-invasive treatments but the solution should not be used to replace services but be offered as an alternative until such times as the population are comfortably using.

Within the Older People chapter, ‘changes we need to plan for’ included:

- Work is underway to consider where strategic planning for transport could be considered and progressed regionally, with a view to address the issues highlighted within the Population Assessment being progressed as specific actions in the Area Plan.

### Housing

Another consistent theme emerging from the Population Assessment and included in the Area Plan concerns the links between housing and health and social care.

There were a considerable number of different housing issues captured from the core chapters, including:

- To support independent living, future planned housing and accommodation should be built to **Lifetime Homes Standards** building regulations. Housing should support healthy ageing and promote independence through homes that are well designed, excellent value, appropriately located and energy efficient. Early support through aids and adaptations, handyperson schemes and telecare are fundamental (Health & Physical disability)
- **Adaptations:** Smart Homes but also adaptations to existing homes to make them fit for the future for people who are living longer and getting older to encourage independence. (Older People)
- Develop provision for sustainable settings for CYP in need of support, linking in with learning disabilities and mental health support including the suitability of living accommodation. (CYP)
- Development of a range of accommodation options in the region for young people with complex needs going through transition; younger adults with complex needs (LD)
- Housing suitable for adults with mental health needs.

- The need to work strategically with new care home providers to develop a sustainable range of care home facilities across the region.
- Development of alternatives for older people awaiting placements / complex packages of care instead of remaining in hospital.

In order to address the significant number of issues raised, it has been acknowledged that a more strategic approach needs to be taken in relation to housing, health and social care in West Glamorgan.

Building on the work of the Regional Collaborative Committee for Supporting People and the former Swansea Bay University Health Board's Health and Housing Group, progress is being made to develop a West Glamorgan Regional Strategy for Housing, through the establishment of a Health, Social Care and Housing Group.

### **Data Collection and Information Sharing**

The provision of Health and Social Care services requires the recording of essential information that creates and maintains individual care records. Such "record keeping" is often governed by professional standards, which are intended to outline the standards expected of professional staff. In addition, an expectation from effective integrated care is that information is easily shared between services so that staff have access to the right information at the right time. However, such ambitions are often frustrated by different methods of record keeping, which range from handwritten paper forms to separate electronic systems used by Local Authorities and Health Boards.

The inability to share information between health and social care is a frequent problem that has often frustrated the integration of services. West Glamorgan has recognised this issue and the potential to resolve this long-standing problem with the launch of the Digital Transformation for Health and Social Care (DTHSC) Programme.

The DTHSC Programme aims to bring together valuable data and information from different providers and services in order to enhance modelling and better predict demand on service and identify areas where service improvement is required in relation to integrated services. It provides an added focus on using digital technology to more accessibly capture outcomes for citizens, in order to understand what matters to the individual, as well as using this information to more broadly understand what matters to the region collectively, and informing, for example, the Population Needs Assessment. The programme is committed to collaborating with other regions across Wales to learn lessons and share best practice and successful innovations.

### **Digital Services to Support Better Care Delivery**

For the Regional Partnership, we look at digital transformation as a key programme of change that spans across health and social care in the region.

Historically, IT-enabled change has been an important part of the delivery of transformation within our partner organisations (including Swansea Council, Neath Port Talbot Council and Swansea Bay University Health Board). This has included elements of regional change delivery that is IT-enabled, which can improve how we deliver our health and social care services.

However, these changes have often been developed in isolation to other initiatives and as a component of a specific change instead of being the driving force between transformation. Through the launch of the DTHSC Programme, the Region has committed to embedding digital services and solutions across the regional transformation programme appropriately to maximise on opportunities and benefits.

The impact of Covid-19 further highlighted the importance of enhanced digital technology to support health and social care delivery, from facilitating virtual assessments, to collection of time-critical data and deploying technology necessary to support agile working practices, all at considerable pace. Through reflection on this period the DTHSC Programme is taking stock of what was achievable, learning the appropriate lessons from this, and cementing digital transformation across the various work-streams as a key-enabler of transformational change, in order to move towards a more cohesive end-to-end process for our citizens and seamless, joined-up models of care for our workforce.

## **Workforce**

West Glamorgan are developing a regional workforce strategy and action plan that sets out our strategic commitment as the West Glamorgan Regional Partnership for the next five years.

We will develop a West Glamorgan Workforce Programme to create the strategy and action plan to support the region in having a joined-up approach to the workforce challenges and opportunities across Health and Social Care

This strategy will need to support the principles of the Social Services and Well-being Act 2014, along with principles from A Healthier Wales and the Health Education and Improvement Wales (HEIW) Framework.

The programme will help to address the significant workforce issues that are experienced nationally and locally and seek to support integrated working across the sector.

The strategy will be a shared regional strategy which is clear about workforce analysis, planning and development resources and priorities, and how they will meet the wider regional transformation agenda. There are clear and paralleled workforce agendas as we move West Glamorgan further towards an integrated workforce.

The strategy will support the transformation of the workforce in the health and social care sectors where they are and can be integrated. These delivery models align to the requirements of the Social Services and Wellbeing (Wales) Act 2014,

A Healthier Wales, and the goals of the 'Well-being of Future Generations (Wales) Act 2015'.

The strategy will support a longer-term workforce planning agenda, working in closer partnership with the independent sector and local communities to look to prevent the escalation of health and care problems and take a more joined-up approach.

The workforce strategy is not a static document and will continue to grow and develop alongside changes in the sector; having a workforce strategy that responds to the needs of the social care and the community health workforce.

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## 5. Summary of Conclusions for the Area Plan

After a full and detailed review of the Population Needs Assessment and Market Stability Report which is located in Appendix 2. West Glamorgan has concluded that it will seek to address the following key issues through the implementation of its priorities:

### Older Adults

- Enable individuals to remain as independent as at all possible and in the own home for as long as possible
- Increase Respite Services in line with increasing demand
- Strengthen the Discharge to Recover and Assess Pathways and ensure we support the individual in what matters to them
- Ensure safe and timely discharge from hospital
- Develop and enhance falls prevention care
- Reduce social isolation and loneliness
- Continue to make West Glamorgan a Dementia Friendly Region
- Develop and Enhance Prevention approaches to reduce the need for acute and long-term care
- Sustainable Care Provision
- High Quality Care Homes

### Children and Young People

- Reduce social isolation and loneliness
- Continue to develop and implement the NEST/NYST Framework
- Develop and enhance the services to Emotional Wellbeing of Children and Young People
- Increasing the sufficiency of suitable placements for children and young people in the region
- Develop and enhance services that wrap around families to promote keeping families together
- Develop more community resources and support to prevent children needing to become looked after
- Develop and enhance the prevention and early intervention services
- Support the “Voice of the Child” being promoted across the programme to aid coproduction of services
- Develop housing solutions to support families, in particular in support of Children and Young People with Mental Health issues or a Learning Disability
- Ensure that planning is based on accurate data collection and demographics

### Mental Health

- Develop a strategy in coproduction to support the changes in mental health issues across the region
- Promote the preventative services for Children and Young People and Adults
- Continue to implement the Welsh Dementia Standards and Action Plan
- Work with colleagues to reduce factors that increase mental health issues such as poverty, substance misuse, unemployment, and digital exclusion
- Develop and enhance Mental Health links into the Cluster Networks
- Develop and Enhance prevention and low-level support services for people with Mental Health.
- Develop a CAMHS Telephone Single Point of Contact
- Ensure that planning is based on accurate data collection and demographics



## Learning Disability

- Increase the uptake of Annual Health Checks of people with Learning Disabilities
- Increase and develop opportunities for employment for people with Learning Disabilities
- Reduce social isolation and loneliness
- Improve the child to adult transition services
- Develop a capital plan to develop accommodation for people with complex needs

## Autism

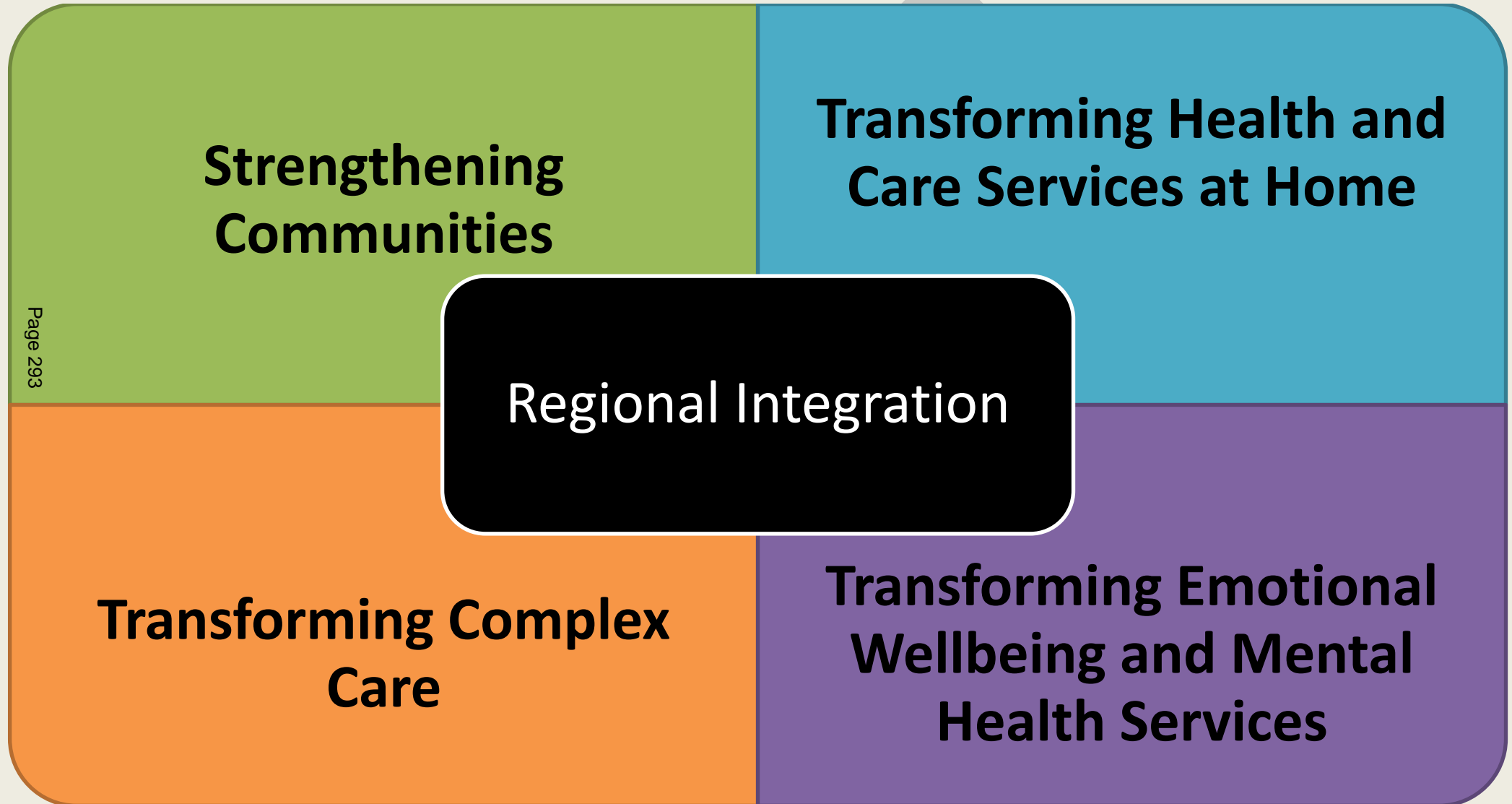
- Review capacity and demand to provide and maintain the sustainability of appropriate support services to enable individuals with autism
- Ensure the groups are formed at a local level to support social interaction
- Ensure the groups are formed at a local level to support information and advice on channelling people with autism into work
- Reduce the number of people waiting for a diagnostic assessment
- Develop and enhance the availability of preventative services that would enable autistic people in their daily lives
- Provide appropriate and timely access to mental health and well-being services
- Improve child to adult transition services
- Further planning in terms of the requirements from the ALNWA Act around a fully inclusive education service needs to continue.
- Ensure a common understanding and consistency across the partners in the way the data is recorded and analysed.
- Carry out more analysis to plan for the needs of the population living in the region.
- Engagement with people with autism and their carers to inform future developments for autism services.
- Better sharing of information between partner organisations and people, particularly in terms of the services that are available across the region.

## Carers

- Provide increased short breaks/respite - more innovative approaches are needed.
- Ensure that any services development for carers are coproduced which includes the views of young carers
- Reduce social isolation and loneliness for carers, providing them with opportunities to meet each other and engage with their communities.
- Engage with carers to plan services that would directly support loneliness and isolation (working in Conjunction with Public Service Boards)
- Improve information, advice and advocacy – good quality support is needed by carers to support their caring role especially in school and work environments
- Improve Carers assessments – under used and under offered.
- Improve information on Direct Payments – difficult to navigate and under used for carers needs.
- Improve Communication – accessible information given at the right time. Training – consistent training for staff on how to work with carers. Funding – sustainable funding of carers services is needed.
- Develop engagement opportunities for carers to identify themselves, and be identified by supporting organisations such as young carers need to be recognised in educational settings

## 6. West Glamorgan Regional Priorities for 2023-2027

In response to the key conclusions drawn from the Population Needs Assessment and Market Stability Report, the West Glamorgan Regional Partnership Board has adjusted their priorities for the next five years.



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**Strengthening  
Communities**

**Transforming Health and  
Care Services at Home**

**Regional Integration**

**Transforming Complex  
Care**

**Transforming Emotional  
Wellbeing and Mental  
Health Services**

Below is a more detailed explanation of each of the priorities:

## Strengthening Communities

This priority focusses on how the statutory partners, third sector and volunteers will work collaboratively with and in communities. The partnership will adopt a strength-based and place-based model of prevention and community co-ordination. This will better support and promote good emotional health and wellbeing for individuals to remain living safe and well within their communities, without unnecessary recourse to statutory health and care services.

There will be a particular focus on:

- Support for carers of all ages
- Prevention and well-being services that support the delivery of a person-centred health and care approach
- Expanding the range of financially sustainable accommodation-based solutions for individuals who have or may develop care and support needs and reduce avoidable recourse to more institutionalised forms of care.

## Transforming Health and Care Services at Home

This priority focusses on the development of new models of financially sustainable and integrated community health and care to support people to remain living safe and well within own homes and communities.

There will be a particular focus on:

- Home from hospital services
- Reducing unscheduled care admissions for people over 65
- Reducing the time spent in an acute hospital setting following an unscheduled care admission for people over 65
- Reducing unnecessary recourse to long term care for people over 65.

## Transforming Emotional Wellbeing & Mental Health Services:

This priority focusses on the development of an increased range of opportunities and promoting good emotional health and wellbeing for children and adults who are struggling with their mental health and including dementia to access proportionate support across the continuum of need.

There will be a particular focus on:

Implementing a 'no wrong door' approach for access to emotional well-being and mental health support

Ensuring timely access to the right help, from the right person at the right time across the continuum of need

Increasing the range of opportunities for children and adults to access support that promotes emotional and psychological well-being and reduce avoidable recourse to specialist mental health services.

## Transforming Complex Care

This priority focusses on the development of new models of financially sustainable and integrated health and community-based care that maximises the safety and independence of children and adults with complex needs, enabling them to live and be cared for closer to home, lead ordinary lives and avoids unnecessary recourse to more institutionalised forms of care.

There will be a particular focus on:

Establishing effective processes for joint assessment and care planning (including the associated funding arrangements) between the statutory partners that ensure a focus on the delivery of integrated health and care for children and adults with complex needs.

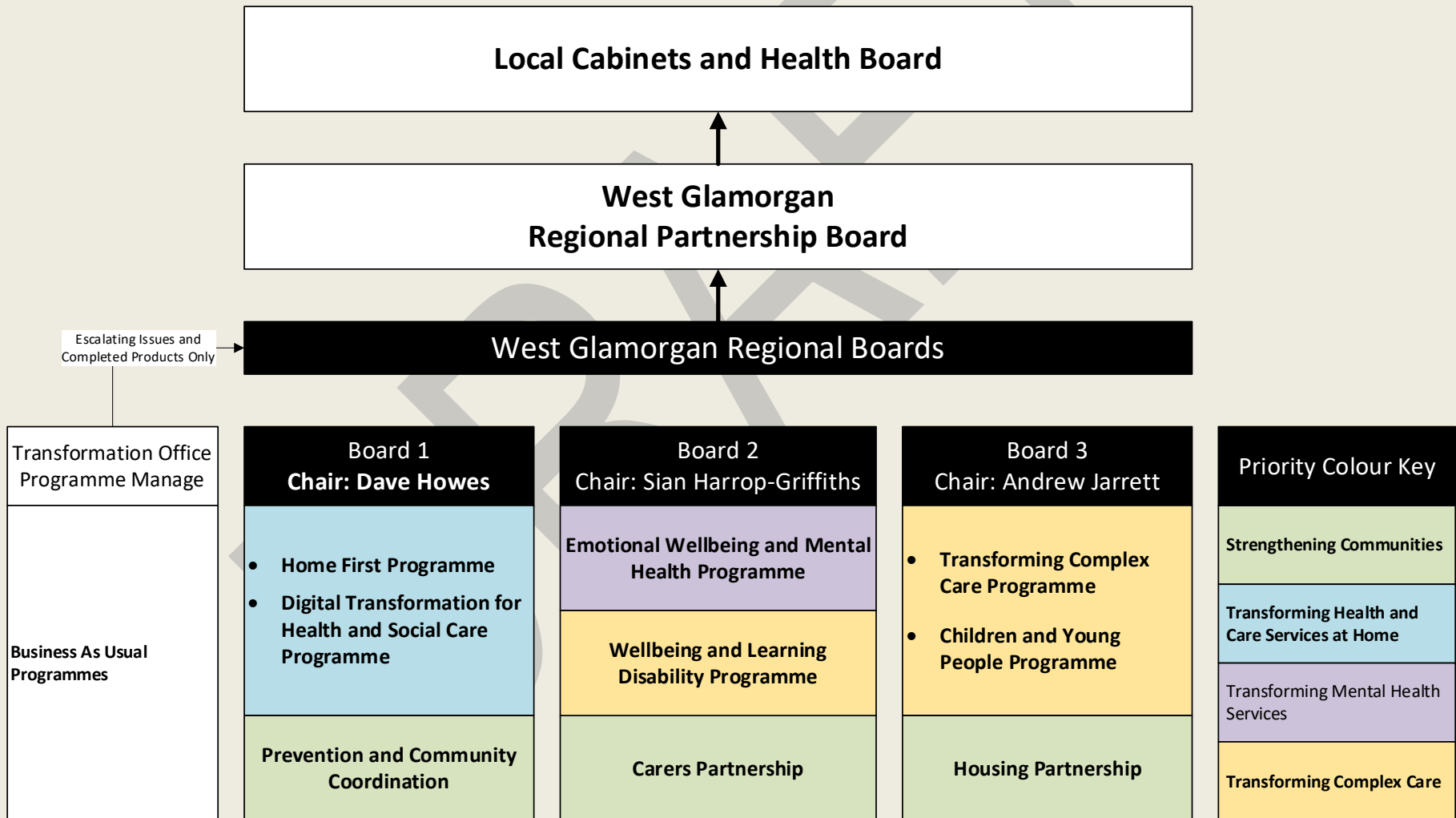
Improving the experience of an individual in the transition from children to adult services

Expanding the range of financially sustainable accommodation and care-based solutions for children and adults with complex needs and reduce avoidable recourse to more institutionalised forms of care

Expand the range of financially sustainable integrated health and care services across the continuum of need and support children to remain living safe and well within their families and communities.

# West Glamorgan Governance Structure April 2023

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## Appendix 2 - Population Needs Assessment and Market Stability Report

The table below highlights the gaps in service or identified services needs from the Population Needs Assessment and Market Stability Reports. Each gap or service identified has an action identified to address the issue.

Additionally, the table identified where each action contributed to the policy agenda of “A Healthier Wales,” Welsh Government Models of Care along with its enablers and the Six Goals of Urgent and Emergency Care

### Key for the Table

Quadruple Aim: A healthier Wales	Welsh Government Models of Care	Welsh Government Key Enablers	Six Goals of Urgent and Emergency Care
<p>1. Population Health and Wellbeing – better prevention and self-management</p> <p>Page 297</p> <p>Health and Social Care Services: Better quality and experience, enabled by digital, supported by engagement</p> <p>3. Health and Social Care Workforce – Improve wellbeing, capability, engagement, leadership</p> <p>4. Higher Value Health and Social Care – Rapid improvement and innovation enabled by data, focussed on outcomes</p>	<p>1. Place Based Care – Prevention and Community Co-ordination</p> <p>2. Place Based Care – Complex Care Closer to Home</p> <p>3. Promoting Good Emotional Health and Wellbeing</p> <p>4. Supporting families to stay together safely and therapeutic support for care experienced children.</p> <p>5. Home from Hospital</p> <p>6. Accommodation Based Solutions</p>	<p>1. Digital and Technology Solutions</p> <p>2. Promoting the social value sector</p> <p>3. Integrated community hubs</p> <p>4. Workforce development and integration</p> <p>5. Integrated planning and commissioning</p>	<p>GOAL 1: Coordination, planning and support for people at greater risk of Urgent and Emergency Care:</p> <p>GOAL 2: Signposting, information, and assistance</p> <p>GOAL 3: Clinically safe alternatives to admission</p> <p>GOAL 4: Rapid response in Crisis</p> <p>GOAL 5: Optimal hospital care and discharge practice from the point of admission</p> <p>GOAL 6: Home first approach and reduce risk of admission</p>

Appendix A

PNA Chapter	Gap or Service Need Identified by either PNA or MSR	Action Required	Quadruple Aim				Model of Care						Model of Care Enablers					Six Goals						
			1	2	3	4	1	2	3	4	5	6	1	2	3	4	5	1	2	3	4	5	6	
Page 29 Older Adults	1. It is predicted that by 2030, the over 65 population across West Glamorgan will exceed 89,215. Of these:	Review capacity and demand to provide and maintain the sustainability of appropriate support services to enable individuals to remain independent and at home.	✓					✓			✓	✓	✓											
	<ul style="list-style-type: none"> <li>25,667 will struggle with daily activities relating to personal care and mobility around the home that are basic to daily living (e.g., eating, bathing, dressing, toileting, etc). ADLs are activities that are important aspects of living independently (e.g., money management, cooking, shopping, etc</li> </ul>	Continuous improvement and learning of the commissioning of care homes to ensure consistent high quality and sustainable care home provision.		✓	✓	✓		✓				✓	✓											
	<ul style="list-style-type: none"> <li>The number of adaptations, recorded in each local authority, delivered across West Glamorgan is 283, which has declined by half from 555 in 2018/19 to 283 in 2020/21.</li> </ul>	Based on the population increase in the over 65s cohort, services must be encouraged to embed preventative approaches earlier on in the life journey. This needs to enhance and build upon services currently provided by the Third Sector and requires further development.		✓	✓	✓	✓						✓											
	In 2015, 3,133 people in West Glamorgan had a diagnosis of dementia. By 2030 it is predicted that 7,098 will have dementia	Continue working towards a dementia friendly West Glamorgan, improving support and information for people with dementia, their family, and carers. Continue to develop the Dementia Action Plan and the Standards of Dementia services for the region	✓	✓	✓	✓		✓	✓				✓											
9,959 people over 65+ were admitted to hospital in 2021	Identify capacity and demands for falls services. Review existing services in place to support falls.	✓	✓		✓	✓						✓												

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PNA Chapter	Gap or Service Need Identified by either PNA or MSR	Action Required	Quadruple Aim				Model of Care						Model of Care Enablers					Six Goals							
			1	2	3	4	1	2	3	4	5	6	1	2	3	4	5	1	2	3	4	5	6		
Page 299	from community and residential settings including those who have suffered falls.	Identify areas for improvement and transformation for example: increase the use of assistive technology to its fullest potential to ensure appropriate support is available to those at risk of falls.																							
	Loneliness and isolation can lead to physical and mental health problems, such as depression and increased risk of premature death. In a recent analysis more than 75% of women and a third of men over the age of 65 live alone.	Reduce social isolation and loneliness while maintaining independence, enabling individuals to engage with their communities. Engage with older people to plan services that would directly support loneliness and isolation (working in Conjunction with Public Services Boards)	✓	✓			✓						✓												
	The clinically optimised patients discharged from hospital are higher in 2021 compared to 2020. This links into the flow of patients out of hospital and to ensure there is capacity in the community care sector to provide the care they need to sustain a quality life.	Continue to develop the Discharge to Recover and Assess Pathways in line with Demand and available capacity. Continue to develop services that enable safe and timely discharge from hospital to home (or other appropriate residence e.g., step down beds in line with the West Glamorgan ‘What Matters to Me Model’) once medically fit providing appropriate reablement support.	✓			✓	✓			✓	✓	✓													
	The demand for respite services received by adults over 65+, had increased from 518 in 2016-17 to 1,061 in 2018-19	Continue to develop respite services and capacity available in line with demands.	✓		✓	✓																			
Children and Young People	Based on projections produced by Stats Wales in 2021, the population of those aged 0 - 15 years is expected to grow by approximately 2.5% by 2040	Continue to ensure projected population growth is reflected in future planning and modelling of services.	✓	✓	✓	✓	✓		✓	✓		✓	✓				✓	✓							



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			1	2	3	4	1	2	3	4	5	6	1	2	3	4	5	1	2	3	4	5	6		
Page 300	from 66,692 to 67,635. An increase of 943. Source: PNA 2022-27																								
	“The ‘Age and loneliness’ insight found that 23.3% of those aged 16–24 reported being lonely compared to 10.5% of those aged 75+. Source: PNA 2022-27	Reduce social isolation and loneliness while maintaining independence, enabling individuals to engage with their communities	✓	✓												✓	✓	✓							
	In the year ending March 2020, 7 out of 10 (70%) children aged 10 to 15 years who experienced an online bullying behaviour said this was by someone from their school.” Research shows that 36% of pupils with Special Educational Needs (SEND) experience frequent bullying, compared to 25% of those without. The Child and Adolescent Mental Health Service (CAHMS) have struggled to meet demand locally over recent months due to staffing and resources. They report the most prominent issues for CYP to be anxiety, suicidal thoughts/ ideation, and low mood. Young people have become socially isolated during the pandemic. This may further	To identify and recognise the factors that impact on Children and Young People (such as poverty, substance misuse, digital exclusion, etc.) which need to be addressed with our partners and stakeholders. Continue to take a regional, collaborative approach to the major transformation challenges, such as implementing the NEST/NYTH Framework across multiple sectors, services and organisations, specifically around universal prevention services and early intervention	✓	✓	✓	✓	✓									✓	✓	✓	✓	✓	✓	✓			

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PNA Chapter	Gap or Service Need Identified by either PNA or MSR	Action Required	Quadruple Aim				Model of Care						Model of Care Enablers					Six Goals							
			1	2	3	4	1	2	3	4	5	6	1	2	3	4	5	1	2	3	4	5	6		
Page 301	enhance feelings of loneliness and social anxiety as we move out of the pandemic. This has had a severe impact on children and young people’s mental health. Source: PNA 2022-27																								
	To identify and assess as early as possible those children who need care and support (including help to achieve emotional wellbeing and resilience). Source: PNA 2022-27	Continue to take a regional, collaborative approach to the major transformation challenges, such as implementing the NEST/NYTH Framework across multiple sectors, services and organisations, specifically around universal prevention services and early intervention to ensure that those children and young people who require care and support can access the right support at the earliest possible opportunity.  Develop Emotional wellbeing support where there is a need to co-ordinate and shape well-being, mental health, counselling for under 18s, and post 18 services, including transition with all partners	✓	✓	✓	✓	✓		✓	✓		✓	✓	✓	✓		✓	✓	✓		✓	✓		✓	
	The number of new foster placements made within the boundaries of West Glamorgan as of 31st March 2021 is 177. This shows a decline in the previous year where it was 277. Source: PNA 2022-27	Both local authorities have an ambition to increase the number of carers registered with their own service so they can (i) meet more of the need for foster care locally, especially complex care needs, (ii) have stronger options to make more effective placement matching decisions, thus reducing the need to place out of county and ensure each placement is design for the needs of each CYP, and (iii) reduce the need to use independent agencies.	✓	✓		✓	✓	✓	✓		✓	✓	✓	✓		✓	✓	✓	✓		✓	✓		✓	

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PNA Chapter	Gap or Service Need Identified by either PNA or MSR	Action Required	Quadruple Aim				Model of Care						Model of Care Enablers					Six Goals					
			1	2	3	4	1	2	3	4	5	6	1	2	3	4	5	1	2	3	4	5	6
Page 302	<p>The latest data available for 2020/21 from the Child Protection Register records 98 children in Neath Port Talbot and 253 in Swansea. For Swansea, the figures are about the same as they had been pre-pandemic. For Neath Port Talbot, this figure has remained stable since 2019.</p> <p>Source: PNA 2022-27</p>	<p>Continue to take a regional, collaborative approach to the major transformation challenges, such as implementing the NEST/NYTH Framework across multiple sectors, services, and organisations, specifically around prevention and early intervention services to ensure families are supported to remain together in a healthy and happy environment.</p> <p>Ensuring wrap around services for families are made available which will prevent CYP needing to be placed on the Child Protection Register.</p> <p>Where children are not able to remain living with their parents, promoting keeping families together through the use of Special Guardianship Order.</p>	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	<p>The numbers of Looked after Children in 2020/21 may be impacted by the issues surrounding the impact of COVID-19 and is not a true reflection of actual figures. Swansea recorded 550 LAC, whereas Neath Port Talbot recorded 294.</p> <p>Source: PNA 2022-27</p>	<p>Preventing the need to become looked after by helping Children and Young People and families to use their individual and collective strengths and resources in their communities; and provide timely prevention and early intervention services prevents needs escalating and becoming critical.</p> <p>Where children are not able to remain living with their parents, promoting keeping families together through the use of Special Guardianship Order.</p>	✓				✓		✓	✓		✓	✓	✓	✓	✓	✓	✓		✓			✓
	<p>Co-production where further work is required to achieve effective and meaningful coproduction, and the need to develop the ability for CYP to shape the services they receive.</p>	<p>Embedding the principles of co-production and taking a range of approaches to participation and engagement with CYP (to identify and hear the 'voice of the child,' and understand their lived experiences, prioritising our programme of work based on the needs of our population);</p>		✓			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

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PNA Chapter	Gap or Service Need Identified by either PNA or MSR	Action Required	Quadruple Aim				Model of Care						Model of Care Enablers					Six Goals					
			1	2	3	4	1	2	3	4	5	6	1	2	3	4	5	1	2	3	4	5	6
Page 303	Co-production with Gypsy Traveller communities also needs to be strengthened in order to empower people to contribute to service design and operation. Source: PNA 2022-27																						
	Youth Homelessness - In Swansea, the number of young people who presented to the youth homeless service between April 2015 – March 2020. were 485 presentations over the 5-year period. Source: PNA 2022-27	To develop Housing provision for sustainable settings for CYP in need of support, linking in with learning disabilities and mental health support.  A strategic planning approach which incorporates the national, regional, and local priorities and activities across CYP services as well as the key dependencies with other areas of transformation (e.g., capital investment in accommodation solutions)	✓	✓	✓	✓	✓		✓			✓	✓	✓	✓	✓	✓	✓	✓				✓
	There are gaps in data collection where there is a need for information to understand the current numbers not only in the services provided but also in the assessment of the wider population. We need to develop and harness a culture of sharing data more easily and is accessible and it once source of the truth. We recognise it is critical to look beyond the numbers and use qualitative information to fully understand the needs of children and young people and those who care for them.	Work collaboratively on a regional basis and retaining a child centred approach to the most complex cases - including agreeing how packages of health, educational and social care support are jointly funded.  Agree with partners revised data sets to ensure we are collecting the right data at the right time to accurately inform planning and service redesign	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓					✓	✓	✓	✓	✓	✓

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	Source: PNA 2022-27																								
Page 304 Mental Health	<p>Social Care Wales projections for the West Glamorgan area indicate a 65% increase in the number of people with dementia from 5,607 in 2020 to 8,661 in 2040.</p> <p>Source: PNA 2022-27</p>	<p>Use forecasting data of mental health inequalities and utilising the data taking a regional approach to the prevention of poor mental health.</p> <p>Recognising the factors that impact on mental health (such as poverty, substance misuse, employment, etc.) which need to be addressed with our partners and stakeholders.</p> <p>Continue to work regionally to implement the Wales Dementia Standards and Actions under the 5 national workstreams</p>																							
	<p>Data from the GP Quality Outcome Framework indicates during 2018- 2019, 4,688 patients were registered on the mental health disease register (Stats Wales).</p> <p>The majority of these patients will be managing their mental health within the community setting, with support and input from family, the voluntary sector, primary care, social care and community teams.</p> <p>Source: PNA 2022-27</p>	<p>The provision of Mental Health link workers into Local Cluster Collaboratives continues to expand to jointly manage the level of need within the community and primary care.</p> <p>Continue to work with third sector organisations to plan and develop their services to support prevention and low-level mental health need.</p> <p>The launch of a second Mental Health ‘Sanctuary Service’ within the region.</p>																							
	<p>The latest information from Stats Wales indicates the largest referral avenue for young people attending counselling is through</p>	<p>Continue to develop CAMHS telephone single point of contact / referral line provides an open access service providing telephone advice, support, and referral triage.</p>																							

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Page 305	<p>school staff and other education sources.</p> <p>Local data systems from SBUHB indicate the total number of referrals received by the Local Primary Mental Health Support Service [LPMHSS] for 2020/21 for children and young people was 489.</p> <p>Source: PNA 2022-27</p>	<p>Promote the tidy Minds service - a mental health and wellbeing website for young people in Neath Port Talbot and Swansea designed to help young people understand any negative feelings they may be experiencing and finding the right advice and support</p> <p>Develop and promote Kooth – a virtual counselling and support for children and young people who use the anonymous digital counselling and mental health support service.</p> <p>Work with regional partners to ensure that the principles of the NEST/NYTH Framework are incorporated across services</p>																						
	<p>Findings of a survey conducted by the Children’s Commissioner for Wales indicated less than half of 12–18-year-olds (47%) felt confident in seeking mental health support from a mental health team in their area. Even fewer (39%) were confident to access counselling services offered through their school. Only 52% of these respondents felt confident to go to their own doctor for mental health support.</p> <p>Source: PNA 2022-27</p>	See above	✓			✓	✓					✓	✓	✓	✓	✓	✓	✓						
	<p>The restrictions on seeing people, being able to go outside and worries about the health of family and friends affected mental health and loneliness was</p>	See above	✓			✓	✓					✓	✓	✓	✓	✓	✓	✓						

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			1	2	3	4	1	2	3	4	5	6	1	2	3	4	5	1	2	3	4	5	6			
Page 306	a key contributor to poor mental health. More than half of adults (60% of those over 25) and three quarters of young people (74% of those aged 13-24) said that their mental health has worsened during the period of lockdown restrictions, from early April to mid-May (2021) Source: PNA 2022-27																									
	Gap in identifying all services provided across the partnership to identify gaps, threats, and opportunities, including regional commissioning. Gaps in data needed to inform future PNA development Source: PNA 2022-27	Work collaboratively and co-productively across the partnership to ensure that gaps are identified and agree a way forward		✓			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Learning Disability	<b>Health Inequalities</b> People with a learning disability have worse health than people without a learning disability and are more likely to experience a number of health conditions (co-morbidities)	Increase uptake of the annual health checks with GPs	✓	✓	✓	✓			✓					✓											✓	
	<b>Recovery from COVID-19</b> people with learning disabilities are more likely to contract COVID-19, have a more severe	Increase uptake of the annual health checks with GPs Increase opportunities in local communities with the support of third sector organisations	✓	✓	✓	✓	✓		✓						✓										✓	✓

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			1	2	3	4	1	2	3	4	5	6	1	2	3	4	5	1	2	3	4	5	6	
Page 307	<p>case of COVID-19, and are at least three times more likely than people without learning disabilities to die from COVID-19</p> <p>Inequalities in health, wellbeing, social isolation, employment, and poverty that existed before COVID-19, along with separation from family and friends and changes to routines, may have been exacerbated during the COVID-19 pandemic</p>																							
	<p><b>Education, training, and recreation</b></p> <p>Some young people face a considerable change in how much support they receive after the age of 18 due to different thresholds rather than a sudden change in need</p> <p>There are limited opportunities for work and apprenticeships, with no supported employment opportunities – despite evidence suggesting this is particularly effective.</p> <p>Young people, parents and professionals all agree that young people with learning disabilities are still expected to slot into services that already exist, with</p>	<p>Improve child to adult transition services</p>	✓	✓	✓	✓	✓		✓					✓						✓				



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Page 308	limited options if that doesn't fit their needs.																						
	<p><b>Social and economic well-being</b>                      Disabled people in Wales were twice as likely as non-disabled people to live in a low-income household                      When the additional costs of disability are taken into account, 50% of working age disabled people in Wales were considered to be living in poverty                      55% of disabled people in Wales were not in employment</p>	Develop opportunities for employment working with organisations based in the region	✓	✓	✓	✓			✓						✓		✓						
	<p><b>Suitability of living accommodation</b>                      There is an increase year on year for accommodation for people with a learning disability. Residential placements have increased by 14% over the last 5 years. Supported living is the preferred option for people with a learning disability, however this is not available in high enough numbers for people with complex needs.</p>	Development of a capital planning schedule of supported living schemes for people with complex needs across the region		✓		✓		✓			✓	✓					✓	✓					
Autism	In the West Glamorgan region, future projections for autistic people taken from the Social Care Wales data platform for the	Review, capacity, and demand to provide and maintain the sustainability of appropriate support services to enable individuals with autism	✓	✓	✓	✓							✓										

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			1	2	3	4	1	2	3	4	5	6	1	2	3	4	5	1	2	3	4	5	6	
Page 309	<p>under 17-year-old age group suggest that this cohort will only rise by 0.5% from 1,382 in 2020 to 1,391 by 2040. Source: PNA 2022-27</p> <p>In the West Glamorgan Region, the number of autistic people over the age of 18 in West Glamorgan, the projected figure for the same time period rises by 6.5% to 3712 by 2040</p> <p>Source: PNA 2022-27</p> <p>The number of referrals to the Western Bay Regional autism service solely for NPT and Swansea increased on the pandemic with the number being 257 compared with 68 one year earlier. Source: PNA 2022-27</p>																							
	<p>The National Autistic Society (NAS) are delivering a project aiming to create new social groups for autistic adults across Wales. In 2020-21, a survey of autistic adults in Wales was undertaken to find out about current opportunities for socialising and the potential for setting up new peer support groups. 70% of respondents said they would like to participate in a</p>	<p>Ensure the groups are formed at a local level to support social interaction</p>	✓																					



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Page 311	believing there are enough mental health services in their area to support their needs. Source: PNA 2022-27																								
	Transition to adulthood: A reference to the need for a systematic transition process, a lack of support for parents and support to handle the legal and financial procedures associated with young adults with profound intellectual disability reaching adulthood (18 years old). Source: PNA 2022-27	Improve child to adult transition services	✓	✓	✓	✓										✓									
	Of those children where the information is available, the number of children with an autistic spectrum disorder receiving care and support is increasing in the Region from 255 in 2016-17 to 310 for 2019-20. Source: PNA 2022-27	Further planning in terms of the requirements from the ALNWA Act around a fully inclusive education service needs to continue.	✓	✓	✓	✓																			
	The most significant gap identified in the development of the autism PNA chapter was the insufficient data for autism across all services. This means we are unable to clearly identify the gaps and demand for different services Source: PNA 2022-27	Ensure a mutual understanding and consistency across the partners in the way the data is recorded and analysed. Carry out more analysis to plan for the needs of the population living in the region. Engagement with people with autism and their carers to inform future developments for autism services.	✓	✓	✓	✓										✓									

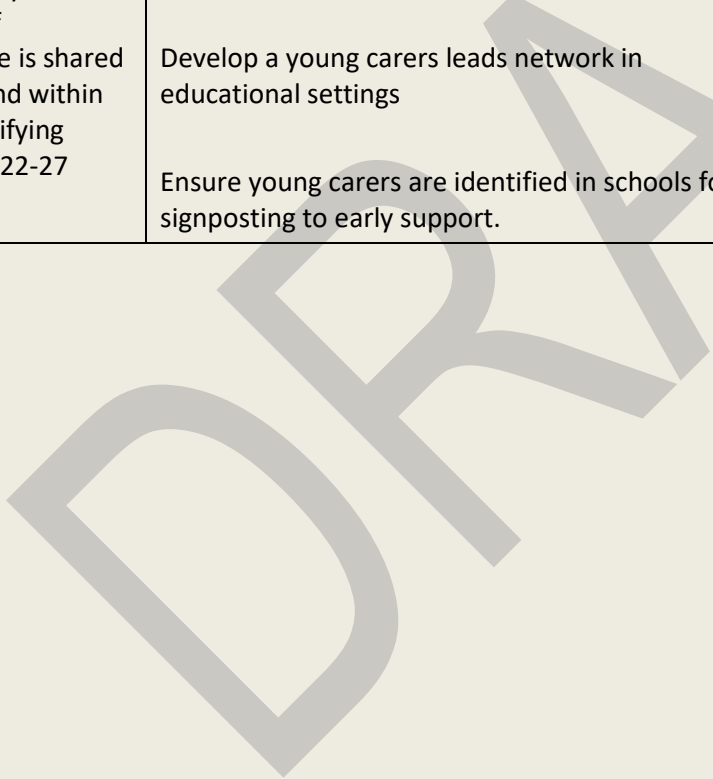


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			1	2	3	4	1	2	3	4	5	6	1	2	3	4	5	1	2	3	4	5	6
Page 313	being services. Source: PNA 2022-27																						
	Carers have flexible and responsive respite opportunities. Carers have support with developing contingency plans. Carers have access to wellbeing workshops. Carers have workplace and educational support. Source: PNA 2022-27	Provide increased short breaks/Respite - more innovative approaches are needed. Provide young carers with support for tuition and homework clubs. Provide young carers with help choosing subject options and careers advice	✓	✓	✓	✓																	
	Carers have opportunities to meet each other. Carer led groups are commonplace. Source: PNA 2022-27	Reduce social isolation and loneliness for carers, providing them with opportunities to meet each other and engage with their communities. Engage with carers to plan services that would directly support loneliness and isolation (working in Conjunction with Public Services Boards) Ensure Young carers have opportunities where they can meet up with other young carers	✓	✓									✓										
	Carers are informed of their rights. Carers have dedicated and tailored information and advice portals/places across all statutory providers. Carers have information and advice about contingency planning. Carers are informed about Assessments and how they can be of benefit. Easy read options and minority languages are catered for appropriately. Source: PNA 2022-27	Improve information, advice, and advocacy – excellent quality support is needed by carers to support their caring role. Improve Carers assessments – under used and under offered. Improve information on Direct Payments – difficult to navigate and under used for carers needs. Ensuring direct payments work well and meet carers’ needs Improve Communication – accessible information given at the right time. Training – consistent training for staff on how to work with	✓	✓	✓	✓							✓										

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Page 314		carers. Funding – sustainable funding of carers services is needed. Improve the information that is targeted at schools and employers about supporting the needs of carers and young carers																						
	Carers are recognised even if they do not self-identify. Carers are actively identified by organisations and staff supporting them. There is shared responsibility across and within organisations for identifying carers. Source: PNA 2022-27	Develop engagement opportunities for carers to identify themselves, and be identified by supporting organisations which includes the identification of young carers  Develop a young carers leads network in educational settings  Ensure young carers are identified in schools for signposting to early support.																						



## **APPENDIX 3 – Information, Advice and Assistance (IAA)**

### **Neath Port Talbot County Borough Council**

Neath Port Talbot CBC has worked with partners and imbedded the national well-being directory, DEWIS CYMRU; this works alongside the Family Information Service and with the directory used by the third sector, Infoengine. These platforms make it easier for citizens of Neath Port Talbot to access the information they require.

The Adults and Children’s Single Point of Contact operate an integrated “front door” to the Social Services Health and Housing Directorate, where contact officers respond to queries from the public and appropriate information, advice and assistance is provided based on the needs of the caller.

### **Swansea Council**

Swansea is implementing the national well-being directory, DEWIS CYMRU so that people can obtain information directly from the website in order to access a wider range of well-being care and support services. This national system, implemented locally, is expecting to build important links to the Family Information Service and Third Sector’s Infoengine directories.

These developments are a part of an overall approach to providing information, advice and assistance that fits with the Council’s approach to Corporate Contact, the Single Point of Contact in Child and Family Services and the Adult Common Access Point at the front door of community-based health and social care services.

### **Swansea Bay University Health Board**

111 is the new free-to-call number for people to access general health and mental health advice from the correct professional in the quickest time possible and is part of a plan to improve urgent and unscheduled care.

The 111 Wales pilot was launched in October 2016 by Swansea Bay University Health Board and is live across the whole of the West Glamorgan region. Further enhancements to the NHS 111 service are planned throughout the next 12 months.



## **APPENDIX 4 – Welsh Language Services**

### **Neath Port Talbot County Borough Council**

Services will seek to match suitable members of Welsh speaking staff with a person/persons who would wish to discuss their well-being through the medium of Welsh.

### **Swansea Council**

Swansea Council and Social Services recognises the importance of meeting the individuals' Welsh language needs, and we are committed to offering, providing, and developing Welsh language services. During the year, the Directorate has been working towards increasing capacity to deliver a bilingual service, as there is a current lack of capacity in the teams, reflected in the small number of fluent Welsh speakers.

Service plans and commissioning plans are tackling the challenges linked to increased citizen expectations, higher demand, and less resource. Work is still in progress both regionally, locally and within partnerships. These are informed by co-production with citizens, and any public facing events will be held with an 'active offer' in place. All such strategic plans are screened for Equalities considerations via an Impact Assessment, and contract specifications are reviewed regularly with providers and monitored routinely against a range of quality standards, including Welsh Language standards. Provider forums held with residential and domiciliary care sectors have helped to raise awareness of the Active Offer.

### **Swansea Bay University Health Board**

Swansea Bay University Health Board is fully committed to providing a bilingual service and wants to improve the quality of the treatment, care and services people receive. We wish to ensure that people are treated with dignity and respect, and that we offer Welsh language services to people without them having to ask for them (in line with guidance within the Welsh Government's Strategic Framework "More than just words...." and The Active Offer).

## Glossary of Acronyms

Acronym	Full definition
BAME	Black, Asian and Minority Ethnic
CCN	Complex Care Needs
CCN	Commissioning for Complex Needs
CVS	Council for Voluntary Service
CWSA	Cluster Whole Systems Approach
CYP	Children and Young People
DCP	Discretionary Capital Programme
DTOC	Delayed Transfers of Care
EOI	Expression of Interest
H2H	Hospital 2 Home
HR	Human Resources
IAA	Information, Advice and Assistance
ICF	Integrated Care Fund
LD	Learning Disabilities
LGBTQ+	Lesbian, Gay, Bisexual, Transgender, Queer, Plus (the 'Plus indicates inclusion of all orientations and identities)
MAPSS	Multi-Agency Placement Support Service
MCP	Main Capital Programme
NPTCBC	Neath Port Talbot County Borough Council
ONA	Our Neighbourhood Approach
PNA	Population Needs Assessment
PSED	Public Sector Equality Duty
RBA	Results Based Accountability
RI&I	Research, Innovation & Improvement
RII	Research, Innovation and Improvement
RPB	Regional Partnership Board
SBUHB	Swansea Bay University Health Board
SC	Swansea Council
SCH&H	Social Care, Health & Housing
SMART	Specific, Measurable, Achievable, Relevant and Time-bound
SVF	Social Value Forum
TMHS	Transforming Mental Health Services
ToC	Theory of Change
ToR	Terms of Reference
TUC	Trades Union Congress
UNCRC	United Nations Convention on the Rights of the Child
VAWDASV	Violence Against Women, Domestic Abuse and Sexual Violence
WCCIS	Welsh Community Care Information System

## Glossary of Terms

Term	Description
<b>Benefits</b>	We use the term ' <b>Benefits</b> ' to describe a measurable impact on an organisation or business, in our case primarily on our partner organisations. As opposed to Outcomes (which impact on People in general), a benefit will impact on the organisation in either a positive way (e.g. a reduction in operational running costs) or a negative way known as a Dis-benefit (e.g. changing a service may result in an increase in calls to a helpline or contact centre, which comes with an associated cost).
<b>Business As Usual</b>	We use the term ' <b>Business as usual</b> ' to mean a service provided by the Regional Partnership, either directly to our People or to the Regional Partnership Board and its partner organisations.
<b>Capital Expenditure</b>	The purchase or creation of assets that are intended to be used for a period of at least one year or more, including items such as land, buildings and equipment
<b>Commissioning</b>	<p>We use the term '<b>Commissioner</b>' to represent an individual that plans the services that are needed by our People and ensures that they are available, including potentially paying for the service to be delivered by another individual or organisation.</p> <ul style="list-style-type: none"> <li>• We use the term '<b>Local Commissioning</b>' to mean when an organisation commissions a service either within their own local area or community, or only to their own Service Users directly.</li> <li>• We use the term '<b>Regional Commissioning</b>' to mean when the Regional Partnership (or another regionally-focused entity) commissions a service either across multiple areas or communities, or with the involvement of multiple organisations to reach a greater number of Service Users directly.</li> <li>• We use the term '<b>Tender</b>' to mean a written invitation to potential Service Providers who may be interesting in providing the services we commission. The Tendering Process means a series of tasks that allow Commissioners to identify the most suitable Service Provider and appoint them in a fair, open competition (usually resulting in a Contract being issued from the Commissioner to the successful Service Provider).</li> </ul>
<b>Continuous Improvement</b>	We use the term ' <b>Continuous Improvement</b> ' to represent a process by which we are constantly checking to see if our service is delivering the right results (e.g. achieving the right outcomes for our People) and making changes where we believe they are needed. The difference between transformation and continuous improvement is that we ensure continuous improvement is built into the service so that it is always happening (and we do not have to wait until a certain time or when funding is available to make a change).
<b>Dependencies</b>	We use the term ' <b>Dependencies</b> ' to describe the link between different tasks or responsibilities. For example, we cannot deliver an event until we have created a plan so the two tasks are dependent (one has to be completed before the other can be started). This is especially important if different individuals or organisations are responsible for each task, as they need to know what is dependent on their work and what their work is dependent upon. Understanding and mapping dependencies can help us

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	to manage the work to ensure that we can successfully deliver our Plans and achieve our Strategies.
<b>Drivers</b>	We use the term ' <b>Drivers</b> ' to describe the various influences on our transformation initiatives, providing a clear direction in terms of "why are we doing this". Strategic Drivers can include national policies, recommendations from major reviews, regionally co-produced strategies, legislation and other important factors. These Drivers not only motivated us to transform but provide clear rationale and boundaries within which we can deliver change.
<b>Framework</b>	We use the term ' <b>Framework</b> ' to describe "how we will manage our work" which enables us to deliver our Strategies. Frameworks provide us with the structures, processes and mechanisms that we can use repetitively across all of our areas of work. For example, a Communications Framework helps us to communicate consistently and in line with the same principles regardless of which Service, Programme, Project or Function we are delivering.
<b>Function</b>	We use the term ' <b>Function</b> ' to mean a service provided by the Regional Partnership Transformation Team that enables the partnership to operate. These are internal processes such as managing budgets and co-ordinating regional reporting which are necessary to enable us to work together and delivery our Portfolio of transformation initiatives.
<b>Goals</b>	We use the term ' <b>Goals</b> ' to describe the purpose of our transformation initiatives, in terms of what needs to be achieved and by when. We often use the SMART technique to ensure that our goals are described in a clear and effective way.
<b>Indicators</b>	We use the term ' <b>Indicators</b> ' to describe how we quantify the achievement of our Outcomes (e.g. if we delivered a change, what number or percentage of people did it help).
<b>Issues</b>	A previously uncertain event that is now certain to have an impact on some aspect of our work
<b>Measures</b>	We use the term ' <b>Measures</b> ' to describe how the changes we are delivering will impact on our Outcomes (e.g. if we delivered a change, how well did it work).
<b>Mission</b>	We use the term ' <b>Mission</b> ' to describe how we intend to move forward and achieve our Vision, either in terms of a clear task or a commitment to working in a specific way to ensure that we can successfully deliver the tasks needed.
<b>Objectives</b>	We use the term ' <b>Objectives</b> ' to describe the stated aims of an initiative to be achieved. This could include delivering a number of Outputs or implementing a number of tasks within a Plan. We often use the SMART technique to ensure that our Objectives are described in a clear and effective way.
<b>Outcomes</b>	We use the term ' <b>Outcomes</b> ' to describe a measurable impact on a key condition for some or all of our People (e.g. better wellbeing for carers). We may have lots of different initiatives contributing to a single Outcome over a long period of time.
<b>Outputs</b>	We use the term ' <b>Outputs</b> ' to describe something that is created by an initiative in order to help us achieve our Objectives. It could be a document, a process, an important message to be shared...anything that is created by a Programme or Project. Some of our outputs are co-

	produced in line with our <b>Regional Co-production Framework</b> . Other terms for Outputs include 'Products' or 'Deliverables'.
<b>Plan</b>	We use the term ' <b>Plan</b> ' to describe "how we will do it" in order to implement our Strategy and achieve our Vision for the future. The Plan is important to explain what action we plan to take in a way that everyone can understand what is going to happen and the impact of it happening. A Plan document combines information about the actions that will be taken during the life of the Programme or Project that is responsible for delivering it.
<b>Portfolio</b>	<p>We use the term '<b>Portfolio</b>' to mean the totality of our investment in transformation. This means all of initiatives that we fund (regardless of their funding sources, timescales or resources) combined as a single collection of the following types of initiatives:</p> <ul style="list-style-type: none"> <li>• We use the term '<b>Programme</b>' to represent an initiative that delivers one or more Outcomes in line with our regional priorities and strategies. These initiatives are time-bound and usually take several years in total to complete (although some programmes are continuously refreshed with new Outcomes and timescales, these are known as "rolling programmes").</li> <li>• We use the term '<b>Project</b>' to represent an initiative that delivers one or more Outputs that contribute to one or more Outcomes. These initiatives are time-bound and usually take between several months and two years to complete.</li> <li>• We use the term '<b>Work Package</b>' to represent a set of tasks and actions required to deliver an Output. Whereas a Programme or Project may have specific funding and resources assigned to it, a Work Package may not and would therefore need to be delivered within our funding and resource constraints.</li> <li>• We use the term '<b>Task &amp; Finish Group</b>' to represent an initiative that is established to deliver a specific aim, task or Output. These initiatives are temporary and usually take weeks or months to complete.</li> </ul>
<b>Programme</b>	A temporary structure responsible for implementation of a set of projects that will collectively deliver outcomes and strategic benefits
<b>Project</b>	A temporary structure responsible for delivering key outputs or changes that will contribute to achieving outcomes and strategic benefits
<b>Revenue Expenditure</b>	Expenditure incurred on day-to-day running costs which would include rent, utilities and salaries
<b>Risks</b>	An uncertain event that, if it happens, may have an impact on some aspect of our work
<b>Schedule</b>	We use the term ' <b>Schedule</b> ' to describe the tool we use for detailing the specific actions within the Plan including what tasks are required, who will do them, and when they will be started/finished. A Schedule is created for programmes and projects using our Project Server system
<b>Section 33 agreement</b>	A joint funding arrangement between organisations – often referred to as "pooled budgets" – which allow each organisation to contribute to achieving a shared outcome.
<b>Service Manager</b>	We use the term ' <b>Service Manager</b> ' to represent the individual who is accountable for a service, often the senior leader on a team within the Service Provider's organisation.

Appendix A

<b>Service Provider</b>	We use the term ' <b>Service Provider</b> ' to represent the individuals, organisations or groups who provide a service (in this case, generally a health or social care service).
<b>Service User</b>	We use the term ' <b>Service User</b> ' to represent the People who use the services provided by a Service Provider.
<b>Social Value</b>	The quantification of the relative importance that People place on the changes they experience in their lives
<b>Strategy</b>	We use the term ' <b>Strategy</b> ' to describe "what we plan to do" in order to achieve our vision for the future. A Strategy document combines various elements such as the mission, goals and drivers to describe the future state we want to achieve and why it is important. A strategy is not only about defining the scope and purpose of transformation, it is about engaging and inspiring the people who will help us to make that change happen.
<b>The Act</b>	The Social Services and Wellbeing (Wales) Act 2014
<b>Tolerances</b>	A set variance on key criteria against which change is delivered (e.g. Time, Cost, Quality, Scope)
<b>Vision</b>	We use the term ' <b>Vision</b> ' to describe how we see the future either in terms of our regional partnership, our key priorities for transformation or in specific programmes of work. A Vision Statement is a simple, clear and concise statement of what the future will look like which inspires us all to achieve our vision.
<b>Workstream</b>	We use the term ' <b>Workstream</b> ' to mean the structure for us to manage a number of programmes, projects, work packages and other activities related to a key theme or priority (such as Housing).

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

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

Service Area: West Glamorgan

Directorate: Social 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:**

The Area Plan sets out how the West Glamorgan Regional Partnership Board will respond to the findings of the West Glamorgan Population Needs Assessment published on the 1st April 2022, which captured the health and social care needs of people across the West Glamorgan Region.

It explains how the Local Authorities and the Health Board, with partners, will address the requirements of the Social Services and Well-being (Wales) Act 2014.

The Area Plan is the longer-term five-year plan (2023-2027) and includes the regional priorities to be overseen by the West Glamorgan Regional Partnership Board.

Under these regulations, the report must be approved by the statutory partners – the Local Health Board and Swansea and Neath Port Talbot Local Authorities, after formal approval has been given by the RPB.

The Report was considered and approved by the RPB on the 25<sup>th</sup> of January 2023 however it needs to be formally approved by each of the statutory partners in the RPB.

**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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Older people (50+)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Any other age group	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Future Generations (yet to be born)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Disability	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Race (including refugees)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Asylum seekers	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gypsies & travellers	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Religion or (non-)belief	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sex	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sexual Orientation	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gender reassignment	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Welsh Language	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Poverty/social exclusion	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Carers (inc. young carers)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Community cohesion	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Marriage & civil partnership	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pregnancy and maternity	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Human Rights	<input type="checkbox"/>	<input type="checkbox"/>	<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**

This Area Plan has been developed by reviewing the Population Needs Assessment’s core themes and the gaps in provision that were identified as part of the information gathering exercises. Future work to address these gaps forms part of the plan, along with the findings of the Market Stability Report (also developed in 2022).

A review of the Population Needs Assessment and the Market Stability Report undertaken in the context of the new policies and guidance from Welsh Government (including the Models of Care linked to the Regional Integrated Fund and the Six Goal Programme) has served to reinforce the direction of travel for the region.

Additionally, the table identified where each action contributed to the policy agenda of “A Healthier Wales,” Welsh Government Models of Care along with its enablers and the Six Goals of Urgent and Emergency Care

The region has co-developed the Area Plan by working in tandem with partners to engage with the population on the priority areas. As highlighted in the Population Needs Assessment’s [Introductory Chapter](#), organisations have been mindful of consultation fatigue and the importance of ensuring engagement efforts are not duplicated across agencies.

This approach involved collaborating with the PSB Wellbeing Assessment engagement activities. The regional care and support component formed part of Neath Port Talbot’s ‘Let’s Talk’ campaign and Swansea’s Assessment of Local Wellbeing public engagement exercises.

In addition to the above, we were able to further the conversation via our series of virtual ‘Possibilities for People’ public engagement events, two in person Emotional Wellbeing and Mental Health Summits (June and October 2022), and the Your Voice Advocacy ‘Keep Me Healthy’ Learning Disability Event (October 2022). These discussions solidified our thinking in terms of agreeing the themed areas that the region is focussing on.

It is important to recognise that the work undertaken to date sets out a starting point for further, more detailed engagement on the region’s priority areas. The breadth of the regional programme of work can be overwhelming, particularly for the wider population who may not be involved in this arena and whose awareness of the transformation agenda may be limited. To this end, we are/will be undertaking specific, targeted engagement on the priority themes and their practical implementation going forward.



**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**

Not directly as this set’s out the priorities any changes to services as a result of the Action Plan to deliver these priorities may impact on council services.

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

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

The West Glamorgan Partnership web site will be updated this plan [www.westglamorgan.org.uk](http://www.westglamorgan.org.uk)

**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.)*

The Regional Partnership Board supports the development of integrated services across the region and adds value and improves the services delivered to the population of Swansea. The culminative impact can be demonstrated as positive. This is evidenced within our Annual Reports and progress as reported though to the Regional Partnership Board.

**Outcome of Screening**

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

- **Summary of impacts identified and mitigation needed (Q2)**

The Plan outlines a positive impact on the population providing the priorities for the West Glamorgan Region for the next five years. Further detailed planning work is ongoing and once completed, we will only then be able to confirm what plans need to be put in place for individuals and communities, after which we can then consider any impact and mitigation required.

- **Summary of involvement (Q3)**

This Area Plan has been developed by reviewing the Population Needs Assessment's core themes and the gaps in provision that were identified as part of the information gathering exercises. Future work to address these gaps forms part of the plan, along with the findings of the Market Stability Report (also developed in 2022).

A review of the Population Needs Assessment and the Market Stability Report undertaken in the context of the new policies and guidance from Welsh Government (including the Models of Care linked to the Regional Integrated Fund and the Six Goal Programme) has served to reinforce the direction of travel for the region.

Additionally, the table identified where each action contributed to the policy agenda of "A Healthier Wales," Welsh Government Models of Care along with its enablers and the Six Goals of Urgent and Emergency Care

The region has co-developed the Area Plan by working in tandem with partners to engage with the population on the priority areas. As highlighted in the Population Needs Assessment's [Introductory Chapter](#), organisations have been mindful of consultation fatigue and the importance of ensuring engagement efforts are not duplicated across agencies.

This approach involved collaborating with the PSB Wellbeing Assessment engagement activities. The regional care and support component formed part of Neath Port Talbot's 'Let's Talk' campaign and Swansea's Assessment of Local Wellbeing public engagement exercises.

In addition to the above, we were able to further the conversation via our series of virtual 'Possibilities for People' public engagement events, two in person Emotional Wellbeing and Mental Health Summits (June and October 2022), and the Your Voice Advocacy 'Keep Me Healthy' Learning Disability Event (October 2022). These discussions solidified our thinking in terms of agreeing the themed areas that the region is focussing on.

It is important to recognise that the work undertaken to date sets out a starting point for further, more detailed engagement on the region's priority areas. The breadth of the regional programme of work can be overwhelming, particularly for the wider population who may not be involved in this arena and whose awareness of the transformation agenda may be limited. To this end, we are/will be undertaking specific, targeted engagement on the priority themes and their practical implementation going forward.

- **WFG considerations (Q4)**

Section 14A of the Social Services and Wellbeing (Wales) Act requires local authorities and Local Health Boards to produce Area Plans setting out the range and level of services that will be provided in their area in response to regional Population Assessments.

- **Any risks identified (Q5)**

Further work around detailed planning and consultation will identify the risks that will need to be managed through this programme of work.

- **Cumulative impact (Q7)**

The Regional Partnership Board supports the development of integrated services across the region and adds value and improves the services delivered to the population of Swansea. The culminative impact can be demonstrated as positive. This is evidenced within our Annual Reports and progress as reported though to the Regional Partnership Board.

There is positive impact on the population as a result of this report, however direct implications of service changes will be determined when the Action Plan is produced. The action plan or programmes related to service change will be subject to the IIA process over the next 5 year.

Full IIA to be completed

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

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

<b>Screening completed by:</b>
<b>Name:</b> Kelly Gillings
<b>Job title:</b> West Glamorgan Regional Transformation Programme Director
<b>Date:</b> 10 February 2023

<b>Approval by Head of Service:</b>
<b>Name:</b> Dave Howes
<b>Position:</b> Director of Social Services
<b>Date:</b> 10 February 2023

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