Report of the Director of Corporate Services

Governance & Audit Committee – 10 April 2024

Update on Internal Control Environment – Director of Corporate Services

Purpose:	The report presents Corporate Services' control environment, including risk management, in place to ensure functions are exercised effectively; there is economic, efficient and effective use of resources, and; effective governance to secure these arrangements.
Recommendation(s):	It is recommended that the contents of the report be noted.
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1. Background and Key Points

1.1 Corporate Services has a robust framework and internal control environment in place to ensure the effective and efficient operation of the council. It plays a key role in terms of ensuring that the council fulfils all of its statutory duties and exercises its functions effectively, uses its resources wisely and governs itself properly by working in line with the requirements set out in the Well-being of Future Generations Act (Wales) Act 2015. In addition to supporting services across the council, it undertakes a community leadership role through partnership working, collaboration and promoting local democracy.

1.2 Corporate services also plays a key role in the wider control environment across the council, setting the tone at the top of the organisation by fostering a culture which embraces the importance of internal controls in terms of achieving organisational objectives.

1.3 Corporate Services leads on, as well as participates in many of the common control processes. This includes:

- Corporate planning and review.
- Performance measurement and management.
- Programme and project governance.
- Risk identification and management.
- Development and maintenance of all HR policies.
- Information governance.
- Data security.
- External audit liaison.
- Scrutiny.

1.4 The assurance framework includes the following key elements:

- Clear strategies, objectives and linkages with:
  - Corporate and other statutory plans.
  - Business planning/operational plans.
- Robust risk management through:
  - Mapping, monitoring, mitigation and escalation of risks.
- Tight internal controls consistent with:
  - Scheme of delegation.
  - Standing Orders/Financial Regulations.
  - Corporate Procurement rules.
  - Performance and Financial Monitoring (PFM).
- Reassurance through:
  - Audit.
  - Scrutiny.

1.5 Key aspects of corporate Services' arrangements include:

- Cabinet Member briefing.
- Performance management and budget monitoring (PFM).
- Performance appraisals.
- A robust internal control framework with:
  - Clear roles and responsibilities.
  - Clear and effective authorisation processes.
  - Robust and complete policies and procedures.
  - Robust monitoring, reporting and reviewing arrangements.
  - Timely identification and mitigation of control weaknesses.
  - Staff awareness of procedural rules.
  - Promotion of an anti-fraud culture.
  - Professional qualified staff.

2. Risk Management and business continuity

2.1 All pertinent risks, encompassing those related to projects, services, directorate, and corporate objectives and priorities, are promptly identified, assessed, addressed, documented, escalated, managed, and monitored, in strict adherence to the Council's Risk Management Policy and Framework.

2.2   Project, service, directorate, and corporate risks are identified by project boards, senior management teams and the Directorate Management Team. and as far as possible mitigated, as part of the service review and planning cycle processes and ongoing self-evaluation The identification of risks is embedded within individual service areas where risks appear as a standing item on team meeting agendas and are escalated to DMT as appropriate. The risks are scored, and control measures are developed, implemented, and monitored by those groups using the corporate risk management systems. DMT reviews the register at each monthly DMT/PFM meeting and escalates/de-escalates risks to and from the corporate risk register.

2.3   The corporate online system is used for documenting and managing risks and all risks are evaluated and RAG rated (based on likelihood and impact) and updated at the end of each month. The risk management process is reported to the Governance and Audit Committee regularly.

2.4   During 2023-34 (as at 29th Feb 24) all corporate, directorate and service level risks in Corporate Services were reviewed at least once, during each quarter. All corporate, directorate, and service-level risks within Corporate Services underwent quarterly reviews, resulting in the following outcomes:

- Seven new risks were incorporated into the corporate/directorate/service level sections of the risk register.
- Seven risks were successfully mitigated and closed within the corporate/service level risk registers.
- Seven risks witnessed alterations in their risk scores within the corporate/directorate level risk registers.
- Two risks were either escalated or de-escalated across different tiers of the risk register.

2.5   Integrated Impact Assessments (IIAs) are required for the decision making at Cabinet (the executive level). If we identify a policy, change or review that requires a Cabinet decision then an IIA must be completed at the inception stage.

3.   **Performance management/KPIs**

3.1   Corporate Services leads on performance management across the Council and has a robust framework in place to monitor, report and review performance. It also plays a key role in terms of setting the tone at the top of the organisation which recognises the importance of performance management to ensure the efficient and effective delivery of corporate priorities, learning and continuous improvement.

3.2   KPI and benchmarking data are collected for corporate priorities and all key areas of service delivery which are then used to measure and report performance and to drive improvement actions.

3.3   The Council's Corporate Plan describes the Councils well-being objectives, or key priorities, and the steps to deliver them. Progress is assessed through a

new integrated performance monitoring report introduced in 2023-24 and other evidence and reported each year to Council in the annual self-assessment report. Corporate level KPIs are established to help measure progress meeting the Councils well-being objectives, which is reported through quarterly and annual performance monitoring reports. The performance monitoring reports are considered at Corporate Management Team and are available to the public through Cabinet and Service Improvement, Regeneration & Finance Scrutiny Panel. Internal Audit undertook a review of the Council's corporate performance management arrangements in 2021-22 and concluded that the arrangements provide a high level of assurance.

3.4   Corporate Services has a set of high-level strategic priorities that are reviewed on an annual basis. In addition, the Directorate has four overarching Service Plans, one per Head of Service, updated annually at the end of each financial year in line with corporate planning requirements. As well as the corporate requirement to hold monthly PFM meetings, Corporate Services have monthly Directorate Management Team meetings which are used to monitor, measure performance and report the impact of service delivery.

3.5   Key performance indicators (KPIs) are in place for each service and are as follows:

Communications and Engagement:
- % of first appointment Occupational Health Advisor, within 29 working days.
- % of occupational Health Physician appointment within 45 days.
- % of first contact high risk cases (suicidal ideation) within 24 hours, or next working day.
- % of lower risk referrals, triaged with first appointment scheduled within 28 working days.
- total social media reach.
- total social media engagement.

Digital and Customer Services:
- number of online payments received via City & County of Swansea websites.
- number of forms completed online for fully automated processes.
- number of data breaches which have resulted in a reprimand, enforcement or monetary penalty notice being issued by the Information Commissioners Office (ICO).
- number of Swansea Account holders active during the period.
- % of corporate stage 1 complaints closed in 10 working days or less.

Legal and Democratic Services and Business Intelligence:
- % of staff meeting their time recording target.
- Number of non-compliances in Coroners Service to register deaths – none.
- % EPOs issued within 1 day of receipt of full instructions.

- % FOI/EIR requests answered within statutory deadlines.
- % satisfied with Scrutiny assistance in Feedback survey.

HR and Service Centre:
- Days lost per FTE.
- % of suppliers paid within 30 days.
- Annual turnover rate - less than UK average.
- % of performance management completed.
- % of mandatory training completed.

4. Performance Reviews

4.1 The Director of Corporate Services and Heads of Service all have clear personal objectives for 2023-24 which are monitored monthly at 1-2-1meetings. All staff have an annual appraisal and are clear as to their objectives and training and development needs. This includes reviewing progress of the previous year's objectives, and development plans and objectives are set based on their Team Plans' objectives for the coming year. Reviews of progress are conducted as part of the monthly 1-2-1 meeting between managers and their direct reports where targets are discussed and staff are given the opportunity to raise risks and issues and hear wider directorate and corporate communications. All new Directorate staff have undertaken induction training.

4.2 The new Oracle Fusion Goals and Performance module went live in April 2023 and the Corporate Service Directorate started to use it from that point. By the end of 2023-24 all relevant Directorate employees will have had an appraisal of 2022-23 performance and have personal goals for 2023-24. Taking in account staff absences, new starters, and leavers during the year, good progress has been made in terms of uploading more than 80% of employees' goals into Oracle Fusion.

4.3 Good progress has also been made in relation to all directorate employees completing mandatory training and by the end of the financial year, it is expected that 70-80% of Directorate employees will have completed all the mandatory courses.

5. Planning and decision making

5.1 Corporate Services has robust planning and decision making processes in place to ensure the directorate works effectively and sustainably to deliver the Corporate Plan. Service plans clearly set out the directorate's contribution to delivering corporate priorities and objectives and managing associated risks. Service plan template has been reviewed for 2024-25 to align more closely to the Corporate Plan and have been pre-populated with for each service with relevant corporate plan objectives, steps, KPIs, success measures and risks. Service plans, are approved by the Director of Corporate Services and relevant Cabinet Member and progress is monitored at 1-2-1s between the Director and Heads of Services as well as at the monthly DMT/PFM.

5.2 During 2023-24, we have continued to deliver the council's transformation plan, incorporating key transformational change projects and programmes from across the council. Good progress has been made in delivering the council's digital strategy and using new digital technology to improve digital access to services, increase operational efficiency and improve outcomes for citizens. For example, this year the number of Swansea Account users has increased, we have improved its functionality and embedded the new Oracle Fusion system.

5.3 We have strengthened the Council's Performance Management and Quality Assurance Framework and are embedding self-assessment into the council's performance management arrangements in order to foster a culture of high performance, learning and continuous improvement. We have aligned the Corporate Plan, Medium Term Financial Strategy and Transformation Plan with the long term needs of the population. We have also kept the council's constitution under review, including ensuring appropriate delegation arrangements for members and officers are in place.

5.4 We have also continued to deliver the council's workforce strategy to ensure that our workforce is motivated, innovative, supported, skilled and customer focused. We have introduced a new leadership behaviours and a management learning offer and developed tools to help services implement change, including training, guidance and support. We are also reviewing the senior management structure and pay and grading scheme to ensure our workforce is fit for the future.

5.5 We are committed to collaborating with local partners to develop and implement solutions to the challenges facing our population and progress our 2040 Wellbeing Plan, through Swansea's Public Service Board. We are seeking to engage with our population and ensure that where appropriate we consult, engage, and involve our population in the design and the delivery of our policies and services, enhancing our co-production capacity and capability through pilot projects and practice. We are embedding equality, diversity, and human rights through all that we do as a council and have developed a medium-term action plan for extending our work on human rights across Swansea and promoting the use of the Welsh Language.

6. **Budget and resources management**

6.1 Within the Corporate Services there are robust mechanisms in place to deliver the budget, with strong and effective budget monitoring and control. These mechanisms include; monthly meetings between the Principal Account and Heads of Service, monthly meetings between Heads of Service and delegated budget managers, a monthly review of the directorate's financial position and forecast outturn at DMT / PFM, monthly 1-2-1 meetings between the Director of Corporate Services and Heads of Service where in year budget monitoring is a standard agenda item and monthly 1-2-1 meetings with managers to review of budgets. The budget update is a standing item on DMT agenda and Heads of

Service have specific personal objective to manage their budgets and deliver required savings. Within the Legal, Democratic Services & Business Intelligence (LDS&BI) service, each team leader has performance objectives set linked to an understanding of the LDS&BI budget as it affects their team and the income generation targets relevant to their work area.

6.2   In line with corporate requirements, Corporate Services hold Performance and Financial Management meetings (PFM). This group monitors the progress of and addresses any issues:

- Team Improvement Plans, objectives and targets.
- Key performance indicators (KPIs).
- Corporate, directorate and service risks.
- Capital and revenue budgets.
- Freedom of Information Act (FOI) requests; Subject Access Requests (SAR) and complaints.
- Directorate's sickness levels.
- Cases of fraud.
- Headcount reductions.
- Procurement and financial controls.
- Preparations for, and actions arising from, local authority. inspections/regulatory activity.

6.3   Throughout the directorate, there are robust mechanisms in place to deliver all savings and income targets. Risks and impact of any savings proposals are monitored to identify any adverse impact, including adverse impact on equality and on future generations.

6.4   Budgets saving proposals all have an IIA screening and where appropriate a full IIA is undertaken. Budgets are adjusted by Finance at the start of the financial year to remove any budget savings approved by council. Heads of Service are responsible for delivering budget savings in their services.

6.5   Delivery of budget savings is monitored in monthly 121s between Interim Director of Corporate Services as part of standard budget agenda item. If a budget saving cannot be delivered an alternative means of balancing the budget in year is agreed (e.g., vacancy management). During 2023-24, Corporate Services delivered 100% of its budget savings, 91% recurrently and 9% in-year with recurrent delivery scheduled for 2024-25.

7.   Fraud and financial impropriety

7.1   The functions of Corporate services, partnerships and collaborations have robust controls in place to prevent and promptly detect fraud, bribery, and corruption. All frauds and suspected financial irregularities are referred to the Head of Finance, Internal Audit and Corporate Fraud Team in accordance with FPR 12. The council has a corporate fraud policy in place and available to all staff through StaffNet.

7.2 There are a number of arrangements in place within the directorate to prevent and promptly detect fraud, bribery and corruption. Within Digital and Customer Services there is a separation of duties and controls which are audited as part of statement of accounts by Audit Wales. Customer Services also follow policies and procedures with regards to the handling of cash. Within HR and the Service Centre, a whistleblowing policy advises employees and managers on how to safely report any concerns relating to fraud, bribery and corruption and was updated and communicated to the workforce in 2023-24. Within Legal & Democratic Services and Business Intelligence, a conflict check is undertaken when legal officers open files and a robust process is in place for declaring Interests for both Members & Officers within 28 days of any change.

7.3 In 2023-24, there were no instances of fraud, bribery and corruption detected within/by the Directorate.

8. Compliance with policies, rules and regulatory requirements

8.1 The Directorate has robust systems, processes, and structures in place to ensure sound compliance with policies, rules, legal and regulatory requirements.

8.2 During 2023-24, all procurement was compliant with the Council's procurement rules and included examples of good practice such as the procurement of a server and ancillary equipment for new data centre.

8.3 The Directorate is responsible for the development and maintenance of all HR policies, information governance within the Council, complaints and internal audit. During 2023-24, the Directorate working with Trade Unions, has updated the Whistleblowing Policy, Flexi Time Policy and the Special Leave Policy. Further revision and updates to HR policies are scheduled for 2024-25.

8.4 The Directorate is also responsible for information governance within the council. The Information Governance Unit provides support to service departments on information management; records management and Data Protection policies to include advice on undertaking Data Protection Impact Assessments, RIPA etc to reinforce compliance with legislation and good practice. All policies were reviewed in April 2023. The Microsoft 365 Acceptable Use Policy is in the process of formal approval.

8.5 Legal and Democratic Services ensure compliance with legislation and the council's constitution in relation to the proper convening of council meetings, the proper conduct of council business and effective decision making. Legal implications are included in all published committee reports to ensure compliance with relevant legislation and policy guidance. Legal and Democratic Services monitor and record the publication of prescribed delegated decisions. and have been instrumental in developing and reviewing the constitution and governance related policy eg the council's petitions scheme, updating the councillor handbook, reviewing procedures for public

questions, reviewing the officer/member protocol, the Local Resolution protocol and the Family Absence policy for councillors.

8.6 The Elections team has complied with all relevant legislation to ensure that 38 Notices of Vacancy from Community Councils have been properly managed together with 1 County election. Also, the implementation of the Elections Act 2022 has resulted in additional statutory compliance obligations for the team.

8.7 During 2023-24 (up to Feb 15th 2024) a total of 17 internal audit reviews across Fundamentals, Digital and Customer Services, Legal, Democratic Services & Business Intelligence, HR & Service Centre and Communications & Marketing were completed and/or are currently in progress. Out of those reviews completed to date, the assurance ratings were either substantial or high. A further 7 Tier 1 – cross cutting reviews are also underway and/or have been completed. Out of these reviews which have been completed, the assurance rating was high.

8.8 The Directorate oversees the relationship with Audit Wales and ensures all Audit Wales reports are appropriately shared across the council. Arrangements are in place to monitor the Council's response to relevant audit reports – coordinated between Scrutiny and Governance & Audit Committees.

8.9 An Audit Wales Recommendations Tracker was established during 2023/24. All relevant recommendations from Audit Wales national and local reports are recorded in the tracker and are monitored for progress. The tracker lists the relevant Audit Wales report, the recommendations, the actions that the Council intends to undertake to implement the recommendations, progress to date and target dates for completion. The tracker is now reported regularly to Governance & Audit Committee to provide assurance.

8.10 Heads of Service report any compliance issues or concerns at 1-2-1 meetings with the Director or at monthly DMT / PFM meetings. Heads of Service are responsible for ensuring the employees in their services have appropriate training and work instructions. Individual performance in monitored and managed though supervision, 1-2-1 meetings and personal appraisals. In 2023-24 the Directorate started using the Oracle Fusion system to set personal objectives and to monitor mandatory training compliance. Related performance management information was presented regularly at the Directorate's DMT / PFM meeting. DMT/PFM meets monthly and any other compliance requirements which affect the whole Directorate are raised there e.g., hospitality register; budget monitoring; health and safety; risk management, internal and external audit recommendations, and Contract Procedure Rules. There were no areas of non-compliance identified in 2023-24.

9. Programme and project assurance

9.1 Corporate services assures programmes and projects through internal audit, quality assurance reviews, performance monitoring and reporting, risk management, compliance monitoring, governance arrangements,

independent reviews and assurance, documentation and record keeping, continuous improvement, training and capacity building. All of these assurance arrangements are aimed at ensuring effectiveness, efficiency, compliance, and accountability.

9.2   All programmes and projects led by Corporate Services are managed using robust project and programme management methodology and in accordance with corporate guidelines and procedural rules with appropriate highlighting of potential risks/breach. Structured programme and project management methodology is applied for large scale or high-risk projects which includes the production of highlight reports with risks, issues, interdependencies, the tracking of benefits realisation and escalation to CMT and Cabinet where appropriate. All programmes and projects have robust briefs, plans and business cases which have been appropriately approved in a timely manner, and include clearly defined financial and non-financial outcomes and benefits.

9.3   The most significant programmes and projects led by Corporate Services include the Human Rights City initiative and the development of the new Human Rights and Strategic Equality Plan, the Oracle Fusion Project and the Council's Transformation Programme including the Council's Digital Transformation Programme and the Council's Workforce OD and Transformation Programme. Other key programmes and projects lead by Corporate Services include the Aged Debt Project and a Councillor Training & Induction Programme, the development of Multi-Location Meetings / delivery of hybrid meetings and conducting Elections on the appropriate franchise within legislation.

9.4   Structured programme and project management methodology is applied for large scale or high-risk projects within the Digital Transformation programme, which includes the production of highlight reports with risks, issues, interdependencies, the tracking of benefits realisation and escalation to CMT and Cabinet where appropriate.

9.5   By employing a range of programme and project assurance arrangements, corporate services has a robust framework in place to enhance confidence in the successful delivery of programmes and projects, the mitigation of risks, and demonstrates accountability to stakeholders and the public

10.   Internal controls

10.1   Corporate services has an internal control framework which includes a range of mechanisms, policies, and procedures to ensure that operations are conducted effectively, efficiently, and in compliance with applicable laws, regulations, and organisational policies. These controls are essential for safeguarding assets, preventing fraud and errors, and promoting accountability.

10.2   Key elements of the internal control framework include:

- Clear roles and responsibilities.

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

10.3   All employees within the Directorate have a job description clearing setting out their role and responsibilities. There are clear and effective authorisation processes with procedure rules and delegations contained within the council's constitution which is available to all staff on the intranet. Heads of Service are responsible for ensuring their staff are aware of the procedure rules and regular reminders are sent out to staff about issues such as the declaration of interest for gifts and hospitality, secondary employment, and mandatory training. HR and the service centre issue reports to managers on a regular basis reminding them of their obligations regarding corporate debt, sickness management responsibilities, outstanding risk assessments for safer recruitment.

10.4   The Directorate has responsibility for corporate policies, including HR, health and safety, information governance, digital security and consultation and engagement. These policies are regularly reviewed, but some have not been reviewed for some considerable time and are out of date, including the Gifts & Hospitality Policy which will be reviewed in 2024-25 and various employee policies which will continue to be worked through in 2024-25.

10.5   The Directorate has robust monitoring, reporting and review arrangements arrangements and there is a timely identification and mitigation of control weaknesses and risks.

10.6   Internal controls compliance is assured through:

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

11.   Data security

11.1   Corporate Services manage high levels of personal information, and statutory requirements are such that this information needs to be routinely used to inform reports, assessments and plans. The consequences of any inadvertent data breach are always serious. Corporate Services report any data breach immediately to the IGU and implement any recommendations made by the Data Breach Panel.

11.2   The processes for monitoring and reporting breaches are well established across the Directorate, as are the processes for learning from any such

breach. Officers collaborate closely with the council's Data Protection Officer to ensure that any lessons learned from breaches anywhere in the council and beyond are used to continually improve our processes. All data breach reports received in the Data Protection inbox are triaged immediately. Major breaches require a separate panel, which is arranged within 72 hours of the discovery of the breach according to ICO reporting requirements. Minor breaches are treated together in a weekly breach panel meeting.

11.3   Arrangements are in place and monitored at PFM and officers are appropriately trained and reminded of the importance of agreed procedures. Between April 2023 to February 2024, Corporate services had 5 minor breaches (3 from Legal, 1 from Comms and marketing and 1 from the Service Centre). There were no self-reported breaches to the ICO. All recommendations were completed and closed.

11.4   The Information Governance Unit (IGU) sits within Corporate Services. The IGU has dealt with 46 Council data breaches in the first three quarters of 2023-24, one of which was referred to the ICO. It has also dealt with one school data breach. In the first three quarters of 2023-24, 4 Decision Notices have been issued by the ICO regarding appeals to them on FOI and other information request responses. All 4 have upheld the Council's position. In the first three quarters of 23/24, 2 First Tier Tribunal cases have been adjudicated.

12.   Partnership/collaboration governance

12.1   Corporate Services lead on and manage the Swansea Public Services Board. The PSB is established as a Joint Committee under the Well-being of Future Generations (Wales) Act 2015. The purpose of the Board is to improve the economic, social, environmental, and cultural well-being of Swansea. The Board is required to prepare and publish an assessment of economic, social, environmental and cultural well-being in Swansea and prepare and publish a Local Well-being Plan and required to prepare and publish an annual report.

12.2   Statutory membership of the Board includes the City and County of Swansea, Swansea Bay University Health Board, Mid and West Wales Fire and Rescue Service and Natural Resources Wales. Invited participants include Welsh Ministers, the Chief Constable of South Wales Police, the South Wales Police and Crime Commissioner, a Probation services representative, a representative of voluntary organisations and any other persons who the Board may be required to invite under regulations made by Welsh Ministers

12.3   Board decisions are only valid when made jointly and unanimously by all statutory members (or their substitutes) and with all statutory members in attendance. The quorum of a PSB meeting is all of its statutory members. The council provides an administrative role supporting statutory members of the Public Services Board to discharge their legal responsibilities. The majority of work carried out by the PSB is carried out within the existing budgets of the Statutory Partners and subject to individual organisation's arrangements. The

council's Scrutiny Programme Committee is the designated Council Committee for Scrutiny of the PSB.

12.4 The Council provides an administrative role supporting statutory members of the Public Services Board to discharge their legal responsibilities. The majority of work carried out by the PSB is carried out within the existing budgets of the statutory partners and subject to individual organisation's arrangements.

12.5 Swansea's PSB joint committee met 4 times during 2023-24 and was subject to scrutiny twice during 2023-24. During the year, the PSB has produced a PSB Well-being Plan Action Plan for 2023-24, which includes actions to improve performance management - recognising the need to be able to demonstrate the value added by the partnership as raised by the Scrutiny Committee, quarterly performance monitoring reports for 2023/24 and an Annual report for 2023-23.

12.6 The Legal and Democratic Services teams ensure that all partnerships and collaboration arrangements between the Council and its partners have effective governance arrangements e.g. joint committees for the South West Wales Corporate Joint Committee, the City Deal and Partneriaeth and board arrangements for the West Glamorgan Regional Partnership. Legal Officers support the partnership arrangements by approving agenda items, advising on interests and supporting the decision-making process.

13. Integrated Impact Assessment Implications

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

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

13.2 The Well-being of Future Generations (Wales) Act 2015 mandates that public bodies in Wales must carry out sustainable development. Sustainable development means the process of improving the social, economic, environmental and cultural well-being of Wales by taking action, in

accordance with the sustainable development principle, aimed at achieving the 'well-being goals'.

13.3   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.

13.4   This is a 'for information' report and there is no requirement to screen for an IIA.

14.   Legal Implications

14.1   There are no legal implications.

14.   Financial Implications

14.1   There are no financial implications.

Background papers: None

Appendices: Appendix A Corporate Services Risks
Appendix B Risk Assurance Map