



FULL COUNCIL REPORT

Date Written	7 th May 2021
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Service Area	Council-wide
Exempt/Non Exempt	Non Exempt
Committee Date	19 th May 2021

To: Mayor, Ladies and Gentlemen

Responding to Audit Wales Report – Merthyr Tydfil County Borough Council Assessment of Progress to Address Key Concerns

1.0 SUMMARY OF THE REPORT

- 1.1 In May 2019, Audit Wales issued a letter to the Council outlining four concerns. These concerns being: financial situation; service pressures; leadership and capacity; and governance.
- 1.2 In the Council meeting held on the 21st of April 2021, the Council received the audit report 'Merthyr Tydfil County Borough Council Assessment of Progress to Address Key Concerns' from Audit Wales. This is a follow up report relating to the letter received by the Council in May 2019.
- 1.3 The report from Audit Wales sets out the requirement for the Council to respond at a meeting one month after receiving the report. This report sets out the Council's response to the Audit Wales report. It summarises the actions already completed and the further actions the Council will undertake in order to address the recommendations.
- 1.4 This Audit Wales report (appendix 1) contains 10 recommendations. The Council has structured these into 5 themes for response.

2.0 RECOMMENDATIONS that

- 2.1 the acceptance of the recommendations, made by Audit Wales in the report 'Merthyr Tydfil County Borough Council Assessment of Progress to Address Key Concerns' (appendix 1), be approved; and
- 2.2 the actions contained within this report, to address the recommendations made by Audit Wales in the report 'Merthyr Tydfil County Borough Council Assessment of Progress to Address Key Concerns' (appendix 1), be approved.

3.0 INTRODUCTION AND BACKGROUND

- 3.1 In May 2019, Audit Wales issued a letter to the Council outlining four concerns. These concerns being: financial situation; service pressures; leadership and capacity; and governance.
- 3.2 After setting a balanced budget for 2019/20, and considering future financial challenges, the Council took a proactive step and asked Welsh Government (WG) for support. WG appointed John Gilbert to carry out a review of the Council's position. Following this the Minister for Housing and Local Government then appointed an external Improvement and Assurance Board (IAB). The IAB carried out a rapid assessment exercise outlining areas of focus for the Council.
- 3.3 To address the outcomes from the Audit Wales letter, the review conducted by John Gilbert and the rapid assessment exercise, the Council began to develop a 'Transformation and Improvement Plan', with external support provided by Welsh Government. As this was taking place, the Country entered lockdown following the onset of the Coronavirus Pandemic. As such the Council worked with the same support to consider high level recovery as part of the plan. The RTI Plan has been discussed at various Elected Member, Scrutiny Member and Officer workshops. Members will recall that this has been incorporated into the Council's Corporate Plan (approved in April 2021).
- 3.4 In the Council meeting held in April 2021, the Council received the audit report 'Merthyr Tydfil County Borough Council Assessment of Progress to Address Key Concerns' from Audit Wales.
- 3.5 The report from Audit Wales sets out the requirement for the Council to respond at a meeting one month after receiving the report. This report sets out the Council's response to the Audit Wales report and the actions the Council has done, and will undertake, to address the recommendations.

4.0 AUDIT WALES – ASSESSMENT OF PROGRESS TO ADDRESS KEY CONCERNS

- 4.1 The 'Merthyr Tydfil County Borough Council Assessment of Progress to Address Key Concerns' report sets out Audit Wales' assessment of the progress the Council has

made. The report outlines how this was done, with Audit Wales explaining this, along with the outcomes at the April Council meeting.

4.2 Remaining concerns from Audit Wales have been set out in 10 recommendations as set out below:

Recommendations

R1	The Council should address the lack of capacity and expertise to drive and sustain the transformation agenda.
R2	The Council should provide more permanency in its senior management structure at the earliest opportunity.
R3	The Council should continue with its capacity review to reflect the transformation needed and learning from the pandemic. This should be done in conjunction with considerations about the future shape and skills of the Council's workforce.
R4	The Council should refine the RTI Plan and ensure it is fully costed, that it has the financial and human resources required to deliver it.
R5	The Council should strengthen its communication and engagement with staff to ensure there is ownership, and understanding, of the Council's plans and ambitions.
R6	The Council must build on its current financial position to strengthen its financial resilience. It is imperative that it takes a much more medium to long-term approach to its planning including considering the level of savings it expects to realistically achieve through transformation, and the level of investment needed to deliver the RTI Plan.
R7	The Council should ensure that as a corporate body it remains focused on improving the education outcomes of all children and young people.
R8	The Council should continue to strengthen its performance management arrangements and culture. It needs to use arrangements effectively to monitor and challenge performance at individual, service and corporate levels, and to ensure these arrangements are robust to support the delivery of the RTI Plan.
R9	The Council should strengthen its scrutiny arrangements including how scrutiny could have a more focused and impactful role. For example, scrutiny committees could consider their role in the following areas: <ul style="list-style-type: none"> • the RTI Plan; and • holding the Cabinet to account in accordance with statutory guidance (Guidance for County and County Borough Councils in Wales on Executive and Alternative Arrangements 2006, paragraph 2.18).
R10	The Council should build upon its recent partnership working and put in place arrangements to assure itself that its partnership activities are providing value for money.

4.3 To avoid duplication in this report in responding to these recommendations, the Council has set out its actions into five themes. The table below sets out which recommendations are included in the themes.

Theme	Recommendation being addressed
Capacity, Expertise and Structures	R1, R2 & R3
Finance	R4 & R6
Communication and Engagement	R5
Education Outcomes, Performance and Governance	R7, R8 & R9
Partnerships	R10

5.0 ACTIONS TO ADDRESS THE RECOMMENDATIONS

- 5.1 The Council accepts the recommendations made by Audit Wales in the ‘Merthyr Tydfil County Borough Council Assessment of Progress to Address Key Concerns’ as received at the Council meeting on the 21st April 2021. In the report, Audit Wales sets out the requirement for the Council to respond at a meeting one month after receiving the report.
- 5.2 The Council has held workshops involving Elected Members, Scrutiny Members and Officers in developing this response; the approach was presented to the IAB in April and May. The Council has used its learning from its transformation and improvement journey and applied the sustainable development principle in undertaking this approach. By gathering all our views and working together to address the recommendations, the Council will be in a stronger position.
- 5.3 Using the themes established above, the remainder of this section sets out actions already undertaken and future work that will address the recommendations in section 4 above.

Key:

Actions Complete	Future Actions
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5.4 Theme - Capacity, Expertise, Structures and Leadership

Recommendation being addressed – R1, R2 & R3
Capacity and Expertise
Capacity remains a Corporate Risk for the Council. This plan, along with the RTI Plan, will support the risk mitigation.
Phase 1 of the capacity exercise has been completed, with £705,000 being invested to address areas of risk across the Council.
Funding is being allocated for the key priority areas identified in the RTI Plan to strengthen capacity and resilience (this is part of the work being carried out as the Council finances the RTI Plan). ‘To be’ statements are being created, using the RTI Plan and feedback from Member workshops to help the Council prioritise investment.
External funding (Regional Transformation Fund) has been secured to support transformation in Adult Services (Social services).
Work is being carried out to identify single points of dependency (SPODs) remaining, as part of risk management through the Audit Committee. These will be addressed according to need in delivering outcomes.
The Council has focused on apprenticeship schemes, both through externally funded programmes and an internal scheme. The Council will meet its target of appointing 5 apprentices in 2021. This will aid addressing succession planning, capacity, and expertise in the medium term.
Increasing resilience in Social Care is a priority for the Council (as set out in the RTI Plan). Key posts have been added to the structure and appointments made. The position will be monitored. The Council is working with other Councils to

support transformation and improvement and considering new ideas for change.

New ways of working have been adopted (e.g. use digital technology to enable agile working). Learning from the pandemic has allowed the Council to work in different ways, helping address some inefficiencies in process and help increase capacity. Training is available to support new ways of working.

Additional resource has been allocated to Social Services and Education data teams. The Council has accessed Digital Transformation Funding from WG to increase capacity working with neighbouring Councils.

Key roles have been identified and filled within the Education section. This includes posts in the Additional Learning Needs (ALN) team. The senior ALN post has now been filled.

Monies for a new post (new skill set) relating to Commercialisation have been allocated as part of the medium term financial plan.

A new Cabinet Member for Transformation and Commercialisation has been appointed to provide additional focus on the transformation and improvement needed by the Council.

The Council is continuing to address capacity and skill gaps. This forms part of financing the RTI Plan and wider budget setting process. This is seen as a phase 2 on the capacity exercise outlined above. This second phase considers capacity and skills needed to deliver the RTI Plan and the new working arrangements as a result of delivering the RTI Plan. This is centred around better outcomes for the residents of Merthyr Tydfil. The Council is also working with partners to support this. For example, the Council has worked with neighbouring Councils to access WG funding through the Digital Transformation Fund to produce a cloud-based training platform. Any gaps from phase 1, if identified, will also be addressed.

Changes in the management structure (as set out below) will support the priority to drive effective transformation and improvement.

The Council will build upon governance systems to add further robust monitoring of how it transforms and improves. This includes implementing quarterly business reviews using data to inform better decision making through the Council's dashboard.

The Council will use apprenticeship schemes to support 'growing our own' to support delivery of the RTI Plan and wider change. Additional capacity will be allocated to deliver transformation and support improvement. Working with partners will also continue to do this.

Transformation

The Council has developed its RTI Plan. This plan is being refined with Officers and Members working together.

Monthly Member workshops are in place to improve whole Council ownership of the RTI Plan. These have been well attended with good participation.

The RTI Plan has provided focus for improvement (three priorities being: Improving our Education Standards; Increasing resilience in Social Care; Economic Recovery). This also includes how the RTI Plan and wider services can be supported to transform and improve.

An independent review of the HR function has been undertaken. Findings from this review will be used to refine the Healthy Organisation element of the RTI Plan. This will allow the Council to transform in an efficient and effective way.

The Economic Recovery element of the RTI Plan is developing a 15-year

economic vision for the County Borough. This will feed into a review of Our Shared Vision in 2021/22.
The RTI Plan has been built into the Councils Corporate Plan (approved in April 2021). This means the RTI Plan will help support the Council to better deliver its outcomes.
Work is underway regarding financing the RTI Plan. This will link with the capacity and skills needed to transform and improve.
MTCBC is working with other Councils to strengthen delivery and bringing new ideas regarding transformation and improvement. One example of this is how the Council has worked with Powys Council and the University of South Wales to introduce 'agile project management' to support the delivery of the RTI plan and focus our resources to provide the biggest impact.
The Council is continuing to work with Max Caller to develop an ethos of change that permeates through the Council.
The senior leadership restructure, and subsequent restructures in the lower management tiers, will be done to support the Council's transformation and improvement within an affordability envelope.
The Council is committed to delivering its RTI Plan. This will be refined through additional input from stakeholders to ensure it remains focused to transforming and improving the Council.
Progress is being made in financing the RTI Plan and ensuring the right resources are available to deliver the plan. To help do this, the Council are using the RTI Plan and Corporate Plan, together with feedback from Members and Officers to shape 'to be' statements for the work programmes. This will ensure we remain outcome focused and prioritise accordingly.
The Council will review its vision and corporate plan in line with changes to legislation.
The Council will use our learning from the coronavirus pandemic, and the learning from others, to continue to use digital technology to support service delivery. This will allow us to become more agile in working approaches and reduce our estate and carbon footprints.
The Council will continue our journey to develop our commercial programme. We will use monies that have been approved (in the medium-term financial plan) to resource the Commercial unit to bring new ideas to transform. This will be done within the scope of what is feasible for Merthyr Tydfil.
The Healthy Organisation work programme, and how it supports the RTI Plan, will be strengthened. Findings from the independent review will be used to inform this. This approach will also support addressing capacity and expertise.
Support from WG will be used to ensure momentum is maintained in priority areas, i.e. Social Care, Education and HR.
Key areas of governance will continue to be strengthened. The Council will better use data to make informed decisions. As mentioned elsewhere in this report, the Council will continue to transform and improve its scrutiny function.
Environmental services will continue to transform to meet national targets, e.g. decarbonisation, waste and re-use.
Structures and Leadership
The Council's management structure is currently being reviewed to respond to the requirements of the transformation agenda.
As part of the restructure, the Chief Executive and Deputy Chief Executive posts

are to be filled on a permanent basis.

This will naturally progress to a wider organisational restructure together with workforce development. This will support the delivery of the RTI Plan and longer-term capacity and expertise of our workforce.

The Council will continue to access support from partners going forward.

5.5 Theme - Finance

Recommendation being addressed – R4 & R6

Phase 1 of the capacity exercise has been completed allocating £705,000 to address risk areas across the Council. Plans for phase 2 of the capacity exercise are being developed as part of financing the RTI Plan.

The key priority themes included within the RTI Plan have secured additional resource to help deliver the Plan (as set out above). Work is ongoing to ensure the plan is fully costed and an investment strategy is being developed to target and prioritise key areas that require improvement.

The financial resilience of Councils is heavily dependent on the level of funding from the annual settlement figure. However, savings and efficiencies will be targeted through and beyond the lifetime of the RTI Plan.

The Council is currently working with Elected Members, Service Leads, budget holders and Accountancy Officers to finance the RTI Plan. This will be done in the context of the medium-term financial plan.

The Council is in the process of developing its commercial strategy which will play a key role in how we can help secure financial sustainability.

The Governance and Audit Committee will remain a key part of scrutinising and challenging the process.

MTCBC will continue to access external funding (building on years of success) to support the RTI Plan and wider services.

5.6 Theme – Communication and Engagement

Recommendation being addressed – R5

Corporate Communications has used various means to inform staff of the Council's RTI plan and other strategic plans including the Corporate Plan. Staff are communicated with regularly via email and social media platforms regarding the Council's plans and ambitions.

Staff have also been kept informed in relation to the work of the Assurance and Improvement Board, as well as the direction of travel for the Council.

The Council will use lessons learnt from how it has communicated with stakeholders during the coronavirus pandemic. These approaches have been well received and can be built on in how we communicate the Council's transformation, both to Staff and wider.

Strategic discussions are being held between political leaders. This is supporting how the RTI Plan is being communicated to Elected Members.

The Council's Communication Strategy is in development which will further consolidate engagement with staff and the public on the council's plans and

ambitions.

The Council will build on existing communication channels and groups when implementing the new Local Government and Elections (Wales) Act 2021.

5.7 Theme – Education Outcomes, Performance Management (including Service Challenges) and Governance

Recommendation being addressed – R7, R8 & R9

Performance Management

The Council has focused on improving how performance management is viewed and used as part of its RTI Plan. This includes individual, service and corporate performance management arrangements. This also addresses findings from the John Gilbert review and Rapid Assessment Exercise.

Performance is captured as a corporate risk for the Council and the actions included in this report and RTI Plan will act to mitigate the risk.

Scrutiny Committees and the Governance and Audit Committee plays a vital role in providing challenge and accountability.

Individual Performance Management - Focus on My Performance has been introduced across the Council to measure performance at individual level. This appraisal scheme is at the early stages in terms of measuring effectiveness. Greater emphasis is placed on performance, with all-staff communications being delivered by the Chief Executive explaining the importance of doing the exercise. Training has been undertaken with managers to support this.

Service Performance Management – There has been an increased focus on service performance and outcomes as part of developing the RTI Plan and Annual Performance Report. As part of delivering the RTI Plan, the Council has engaged with other Councils to develop new ideas and strengthened existing processes (e.g. self-evaluation and strategies on a page (SOAPs)) regarding performance management on a service and corporate level. The Council is developing a quarterly business review (QBR) process utilising its corporate dashboard and better using its data to inform decision making. This has helped, or is helping, implementation of statutory changes, e.g. Socio-economic duty and Local Government and Elections (Wales) Act 2021. The Council is continuing to use self-evaluation as part of its performance management. A 360-review approach has been tested.

Corporate Performance Management – The Council has developed a corporate dashboard that is being used in some meetings. This is also being used in the design of QBRs. This is already making better use of the Councils data and is supporting informed decision making at a corporate level, feeding through the Council.

Individual Performance Management - The Council is monitoring completion of the Focus on My Performance exercise and is implementing an e-Performance software module. This will help us be more effective and efficient in monitoring individual performance and make better links through the golden thread. This is not being seen as a one-off task and the Council is focusing on embedding these processes and enhancing the culture of continuous improvement. Further

training is available on this process and improving outcomes. This will help the Council to address any skill gaps or capacity issues. An e-recruitment module is also being implemented to support the Council in becoming an employer of choice.

Service Performance Management – The SOAPs will be strengthened and used as part of the Council’s dashboard and QBR processes. An emphasis is being placed on outcomes for residents. QBRs are due to be launched in June 2021. The Council is working with the WLGA and other Councils to strengthen its self-evaluation process (along with other elements of the RTI Plan) to meet requirements under the Local Government and Elections (Wales) Act 2021.

Corporate Performance Management – Further data cleansing will allow the corporate dashboard to be used more widely and inform decision making and challenge. This will help the delivery of the QBR process. The scrutiny function is being strengthened. This includes working with the WLGA and involving all Members in the design through to delivery. Workshops have helped Elected Members, Scrutiny Members and Officers to work together to improve scrutiny. SOAPs will be strengthened to better support what we monitor and in line with the new Local Government and Elections (Wales) Act 2021.

Governance

The Council is working with the WLGA to develop an e-learning module for scrutiny (Members and Officers). This can be turned into an all-Wales solution.

The Council is using best practice and involving Elected Members and Scrutiny Members into designing the to be state for scrutiny. The Council has also contacted other Councils regarding the scrutiny function and how to improve.

The Council has established Scrutiny and Elected Member workshops. The group has already conducted two sessions. The aim of the group is to drive improvement in our scrutiny arrangements by directly involving members in our scrutiny improvement activities. Through completing scrutiny self-evaluation we have identified four key areas that will allow us to improve the function which are: Training; Exploring decision-making; Work programme development; and Public engagement.

The RTI Plan has been built into Cabinet and Scrutiny Forward Plans. The Cabinet Forward Plan is due to be published on the Council website in May 2021. The Cabinet Forward Plan will be used in setting the scrutiny forward plans. Scrutiny Chairs and Committee Members are owning the agendas and forward plans, with pre-meetings and reflection being built into the scrutiny agendas. This year Cabinet Members have met with Chief Officers and Scrutiny Chairs as part of the process in developing forward plans.

Discussions have been held with the Council Leader, wider Cabinet and Scrutiny Chairs in terms of addressing ‘holding the Cabinet to account’.

The Council has established a Practical Guide to Scrutiny which was developed in conjunction with Corporate Officers, Democratic leads and the WLGA.

MTCBC representatives from Democratic Services and the Scrutiny and Performance team attend scrutiny network meetings where scrutiny improvement is discussed regionally with other Council representatives.

The Council has used guidance from the WLGA, Audit Wales (Scrutiny Fit for the Future) and Centre for Governance and Scrutiny in its design, development and implementation.

The Council has a section in its RTI Plan relating to improving governance. This

is reflected in the Corporate Risk Register, Annual Governance Statement and Corporate Plan.
Meetings are in place between the Council Leader and Leaders of other parties.
Cabinet and Corporate Management Team workshops have been held and facilitated by Max Caller, this included roles and responsibilities and the longer-term transformation of the Council. More workshops are planned with other Senior Officers across the Council to improve communication and cascading messages of change. This approach brings new ideas and approaches to the Councils transformation and improvement.
The Council will implement changes in line with the new Local Government and Elections (Wales) Act 2021.
The Council will develop its scrutiny improvement plan, working with the WLGA and involving Members in the process. The RTI Plan is being refined to reflect this.
The Council will continue with the Scrutiny and Elected Members workshops and assign specific working groups for each improvement activity identified. This will include continuing to engage with other Councils and partners on how they run their scrutiny committees to obtain elements of best practice that could be applied to scrutiny within Merthyr Tydfil.
MTCBC Will develop a robust challenge framework that enables scrutiny committees to hold the Cabinet to account whilst maintaining attendance. This will include consistently developing a quarterly work programme for Cabinet that focuses on key improvement activities and corporate priorities, as well as strategy and policy review.
The Council will enhance the development of scrutiny work programmes that are based on the Council's key improvement activities and corporate priorities, as well as strategy and policy review.
Working with Elected Members the Council will refine the RTI Plan including the governance section to further enable robust decision making and accountability by better using its data.
Education Outcomes
Improving the standards of education remains a primary focus for the Council. This objective is incorporated in the Council's critical plans, including the RTI Plan and Corporate Plan.
A strategy has also been developed around Raising Aspirations Raising Standards (RARS) with specific focus on improving educational outcomes for all our learners. The strategy was developed through consultation with our key stakeholders and was approved at Council in November 2020. The strategy sets out our key commitments and desired outcomes for all children and young people in Merthyr Tydfil. This is a 5 year strategy that is monitored and reviewed through strategic partnership groups including the Education Partnership Panel (EPP) as well as Learning Away Days, Scrutiny Committee, Cabinet and Council.
A School Challenge Panel has also been recently established to focus on improving education outcomes of our children and young people. The Multi Agency Education Partnership Panel was set up in July 2020 (after being postponed due to the coronavirus pandemic). This focusses on monitoring the impact of the RARS strategy.
The Corporate School Improvement panels were set up in September 2019 to

address the challenges faced by schools causing concern.
Progress of attainment is monitored through our corporate frameworks including our SOAPs, corporate Self-Evaluation, Business Improvement Plans (BIPs) and RTI Plan.
A Business Education Together Partnership (BETP) group has been established to develop a network that supports learners not just to engage with the world of work from the earliest opportunity but also to enhance curriculum delivery and offer young people alternative pathways to future education employment and training. The group contains officers from Education, Economic Development and Corporate Services; as well as various stakeholders including Head Teachers, Careers Wales and representatives from the College of Merthyr Tydfil. Despite the pandemic causing significant delays to this work stream, significant progress has been made to date.
An action plan has been developed through involvement and participation from all group members. The action plan sets out the key objectives of the BETP and the success criteria in the form of a Business Improvement Plan.
As part of the next phase of the plan, arrangements have been made for employers from an array of industries to visit all four of our secondary schools to give pupils an idea of the opportunities available to them and to share their experiences of work.
The Autumn Term will see a week of activities spotlighting work being undertaken to support the ambitions of the RARS. Progress against the ambitions of the RARS are also incorporated into scrutiny reports.
MTCBC will continue to progress the work of the BETP and monitor progress of the action plan.
The Council and all stakeholders will focus on setting higher aspirations for all learners. This is being enhanced through partnership with Higher Education Institutes to encourage more young people to consider this route to further learning.

5.8 Theme – Partnerships

Recommendation being addressed – R10
Our corporate Self-Evaluation framework allows us to identify our strategic partners across all delivery services. Our working arrangements with partners are continuously reviewed through the corporate Self-Evaluation cycle, as well as our Corporate Plan and RTI Plan. We have established objectives within our RTI Plan to improve partnership working across our services. This includes whether our existing partnership activities are providing value for money.
We have strong links with other Councils including a number of regional groups and partnerships; these are captured in the Self-Evaluation responses.
The Council has worked with partners from across the County Borough to set up 'Team Merthyr Tydfil'. This group will work together to tackle some of our wicked issues such as Housing and Poverty and expand where partners can work together on common goals.
MTCBC is working with Lloyds Bank on a national project that will support the RTI Plan priorities in particular the tackling poverty agenda.

The Council will ensure that challenge sessions are undertaken at the end of each self-evaluation cycle to strengthen the accountability and challenge framework of services and senior management. This will include partnership working to ensure value for money.
MTCBC will continue to engage with the Public Services Board (PSB) and Regional Partnership Board (RPB) to strengthen existing partnership arrangements.
Partnership working through the Team Merthyr Tydfil approach will be built on to support the transformation and improvement of the Council.
The 'Population Needs Assessment' and 'Well-being Assessment' across the region will help us inform our future. We will work with regional partners to do this.
The Council will build on the partnership working and learning developed through responding to the coronavirus pandemic.
We will focus on strengthening how the Council measures value for money in partnership arrangements. This will be monitored through scrutiny committees, corporate management meetings and/or service level meetings as appropriate.
The Council will continue to work with other Councils, third sector organisations and the WLGA in delivering the RTI Plan and in delivering our services. Joint approaches to service delivery will be explored if appropriate.

5.9 The Council will include these recommendations in its audit monitoring system and Governance and Audit Committee work plan. This will form part of the Corporate dashboard and be monitored through the Council's governance arrangements.

6.0 FINANCIAL IMPLICATIONS

6.1 There are no specific financial implications identified in this report. Any financial implications arising from the delivery of responses to these recommendations will be reported to Cabinet/Council as appropriate, including potential options for funding.

7.0 INTEGRATED IMPACT ASSESSMENT

	Positive Impacts	Negative Impacts	Neutral/Not Applicable
1. Merthyr Tydfil Well-being Objectives	4 of 4	0 of 4	0 of 4
2. Sustainable Development Principles - How have you considered the five ways of working? <ul style="list-style-type: none"> • Long term • Prevention • Integration • Collaboration • Involvement 	5 of 5	0 of 5	0 of 5

3. Protected Characteristics (including Welsh Language)	0 of 10	0 of 10	10 of 10
4. Socio-economic Disadvantage	6 of 6	0 of 6	0 of 6
5. Consultation and Engagement	Undertaken	Due to be Undertaken	Not Required
	1 of 1	0 of 1	0 of 1
6. Data and Evidence to inform the proposal	Yes		No
	1 of 1		0 of 1
7. Biodiversity and the resilience of Ecosystems	Maintained	Enhanced	Reduced
	0 of 1	0 of 1	0 of 1
Summary			
The main positive impacts are:	By addressing the recommendations in the Audit Wales Report (March 2021) - 'Merthyr Tydfil County Borough Council – Assessment of Progress to Address Key Concerns', the Council will be better placed to deliver its corporate well-being plan (including its well-being objectives).		
The main negative impacts are:	No negative impacts have been identified.		

ELLIS COOPER
CHIEF EXECUTIVE

COUNCILLOR LISA MYTTON
LEADER OF THE COUNCIL

BACKGROUND PAPERS		
Title of Document(s)	Document(s) Date	Document Location
John Gilbert Scoping Review	September 2019	Merthyr Tydfil County Borough Council – Assessment of Progress to Address Key Concerns (Audit Wales; March 2021)
Merthyr Tydfil Improvement and Assurance Board, Rapid Assessment for Welsh Government	December 2019	Merthyr Tydfil County Borough Council – Assessment of Progress to Address Key Concerns (Audit Wales; March 2021)
Does the report contain any issue that may impact the Council's Constitution?		No

Consultation has been undertaken with the Corporate Management Team in respect of each proposal(s) and recommendation(s) set out in this report.