



City and County of Swansea

Notice of Meeting

You are invited to attend a Meeting of the

Scrutiny Performance Panel – Service Improvement & Finance

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

On: Tuesday, 18 April 2023

Time: 10.00 am

Convenor: Councillor Chris Holley OBE

Membership:

Councillors: P M Black, R Fogarty, P R Hood-Williams, L James, D H Jenkins, M Jones, J W Jones, M W Locke and B J Rowlands

Agenda

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| 1 | Apologies for Absence | |
| 2 | Disclosure of Personal and Prejudicial Interests
www.swansea.gov.uk/disclosuresofinterests | |
| 3 | Prohibition of Whipped Votes and Declaration of Party Whips | |
| 4 | Minutes
To receive the minutes of the previous meeting(s) and agree as an accurate record. | 1 - 3 |
| 5 | Public Questions
Questions can be submitted in writing to Scrutiny scrutiny@swansea.gov.uk up until noon on the working day prior to the meeting. Written questions take precedence. Public may attend and ask questions in person if time allows. Questions must relate to items on the open part of the agenda and will be dealt with in a 10 minute period. | |
| 6 | Annual Review of Wellbeing Objectives and Corporate Plan
<i>Invited to attend:</i>
Cllr Rob Stewart - Cabinet Member for Economy, Finance and Strategy
Cllr Andrea Lewis – Cabinet Member for Service Transformation
Richard Rowlands – Strategic Delivery & Performance Manager | 4 - 144 |
| 7 | Q3 2022/23 Performance Monitoring Report | 145 - 189 |

Invited to attend:

CLlr David Hopkins - Cabinet Member for Corporate Services & Performance

Richard Rowlands – Strategic Delivery & Performance Manager

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Next Meeting: Tuesday, 9 May 2023 at 10.00 am



Huw Evans
Head of Democratic Services
Tuesday, 11 April 2023

Contact: Scrutiny Officer – 01792 636292

Agenda Item 4



City and County of Swansea

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

Multi-Location Meeting - Gloucester Room, Guildhall / MS

Teams

Tuesday, 14 March 2023 at 10.00 am

Present: Councillor C A Holley (Chair) Presided

Councillor(s)

P M Black
L James
J W Jones

Councillor(s)

R Fogarty
D H Jenkins
M W Locke

Councillor(s)

P R Hood-Williams
M Jones

Other Attendee(s)

Cllr David Hopkins
Cllr Andrea Lewis
Cllr Louise Gibbard

Cabinet Member for Corporate Services & Performance
Cabinet Member for Service Transformation
Cabinet Member for Care Services

Officer(s)

Ian Davies
Tom Evans
Sarah Lackenby
Rachel Percival

Development Conservation and Design Manager
Place making and Strategic Planning Manager
Head of Digital and Customer Services
Scrutiny Officer

Apologies for Absence

Councillor(s): B J Rowlands

53 Disclosure of Personal and Prejudicial Interests

There were no disclosures of Personal and Prejudicial Interests.

54 Prohibition of Whipped Votes and Declaration of Party Whips

None.

55 Minutes

Minutes of the previous meeting were agreed.

56 Public Questions

There were no public questions received.

57 Planning Annual Performance Report 2021/22

Cllr David Hopkins and officers attended. They reported the following:

- Planning Annual Reports are no longer a requirement of Welsh Government however the Council still continue to provide this. Data for benchmarking performance against other Local Authorities has not been available since the pandemic.
- There has been a significant increase in the number of planning applications received, 29% more than in 2020/21.
- 97% of applications were dealt with within agreed time scales. The target set by Welsh Government is 80%.
- Despite the increase in the application numbers, planning fee income has not kept pace. Compared to 2018/19 there were 300 more planning applications but planning income in fees was £300,000 less which is down to the type of applications being submitted. Application fees are set by Welsh Government and an increase has not been indicated at this point.
- Appeals performance was up slightly and again above the previous years Welsh Government target. Where appeals are agreed, it generally relates to matters of design.
- The pandemic created a backlog of enforcement due to officers not being able to attend sites as easily. The team were also impacted by staff vacancies.
- Enforcement investigation is a two stage process. The initial investigation phase has a target of 84 days to investigate. The second stage is to take appropriate action which could be an enforcement notice, resolution, or granting planning permission.
- The number enforcement complaints investigated was a similar number to the previous year. Every complaint in investigated however only 32% of investigations were completed in the 84 day target a decrease from 51% in the previous year. Enforcement action is prioritised on the seriousness of the breach.
- The Local Development Plan (LDP) is due for updating. Data for the LDP is gathered from comprehensive modelling and the best available data from consultant partners to create economic forecasts with the aim of gaining highest level of accuracy possible.

58 Annual Complaints Report 2021/22

Cllr Andrea Lewis, Cllr Louise Gibbard and officers attended. They talked through the following:

- Due to the pandemic, complaints were suppressed during 2020/21 but then dramatically increased as we emerged from the lockdowns. The Ombudsman saw a 47% increase across the whole of Wales.
- There has been delays the launching the new IT system due to prioritising payments to support residents and businesses. The system is complete, staff training is in development and the system will go live as soon as possible.
- Stage one (informal) corporate complaints increased by 8% on the previous year. This was a total of 1274 complaints, 407 of which were justified. Stage two

complaints were up by 16%. This was a total of 154 complaints of which 25 were justified.

- Corporate requests for service were up significantly by 24%. There was also a significant increase in corporate comments which were up by 38%. Welsh language complaints remain relatively low.
- Adult Services stage one complaints were up by 11% and stage two only have an increase of 1 complaint on last year's figures. Justified complaints were up by 53% which was mainly to do with delays in arranging assessments or packages of care due to staff pressures including external providers. Service pressures and recruitment issues in Adult Social Services has been a challenge across Wales and the UK.
- Child and Family Services showed a decrease, stage one complaints went down by 19% and stage two was down by 1 complaint.
- The Ombudsman's annual letter reports 71 received complaints, down from 73 in the previous year.
- 76 Ombudsman's complaints were closed during 2021/22, of this 76, 10 received intervention. Of the 10 that received intervention, 6 had early resolution of voluntary settlement and 4 were upheld. Comparing to the previous year, 67 complaints were closed and 9 received intervention, of these 9, 5 had early resolution and 4 were upheld.
- The complaints team hold discussions with Heads to Service and Principal Officers looking at the nature of complaints and any trends or frequency to look for potential improvements.
- 360 corporate compliments were received with 96 for Adult Services and 100 for Child and Family Services.
- Year on year trends are not reported but can be made available in future reports.
- Reflection on compliments can be as useful as reflecting on complaints to compare areas where the Council are doing well.
- Complaint response times are reported to the Governance and Audit Committee.
- Complaints coming into Communications and Customer Engagement has increased.
- 25 of the 71 complaints received by the Ombudsman were for Planning and Building Control and Roads and Transport.

59 Letters

60 Work Programme

The Panel noted the work plan.

The meeting ended at 10.40 am

Chair

Agenda Item 6



Report of the Cabinet Member for Corporate Services & Performance

Council - 30 March 2023

Corporate Plan 2023/28

Purpose:	To publish a Corporate Plan 2023/28 following a review as set out within the Well-Being of Future Generations (Wales) Act 2015 and statutory guidance relating to Public Bodies.
Policy Framework:	Corporate Plan 2022/23 <i>Delivering a Successful and Sustainable Swansea</i> .
Consultation:	Access to Services, Finance, Legal.
Recommendation(s):	It is recommended that: 1) The Corporate Plan 2023/28 is adopted.
Report Author:	Richard Rowlands
Finance Officer:	Paul Roach
Legal Officer:	Debbie Smith
Access to Services Officer:	Rhian Millar

1. Introduction

- 1.1 The Council has an obligation under the Well-being of Future Generations (Wales) Act 2015 (the 'Act') to undertake an annual review of its Well-being Objectives, which are set out in the Council's Corporate Plan.
- 1.2 The Corporate Plan describes the steps being undertaken to meet the Council's Well-being Objectives and contribute to the seven national Well-being Goals outlined in the Act.
- 1.3 The Plan also sets out how the Council is maximising its contribution to the Well-being Objectives and national goals through the way in which

the Council works, which is in line with sustainable principles described in the Act.

2. Review of Well-being Objectives and Corporate Plan - Methodology

- 2.1 Each Well-being Objective in the draft Corporate Plan for 2023/28 ('the Plan') has been developed and led by an appropriate lead Director / Head of Service in line with the following guidelines:
- Development of the Corporate Plan and Medium-Term Financial Plan should be coterminous.
 - The Policy Commitments should be steps, or incorporated into steps, to deliver each Priority.
 - Steps to deliver each Well-being Objective should only be included in the Plan if they are fully funded.
 - The inclusion of steps to deliver each Well-being Objective must be evidence based.
 - Steps to meet each Well-being Objective should collectively reflect the Sustainable Development Principle provided for by the Well-being of Future Generations Act 2015.
- 2.2 The draft Plan has been developed with oversight and direction provided by Corporate Management Team and Cabinet with contribution from Leadership Team. A copy of the draft Corporate Plan is attached at Appendix A.
- 2.3 The results from a public consultation earlier in 2022 on the Council's Well-being Objectives were part of the evidence that informed the review of the Corporate Plan. A public consultation on the draft Plan took place from 27th January to 24th February 2023. The results of the consultation are attached at Appendix B.

3. Key changes

- 3.1 The Council's Well-being Objectives described in the draft Corporate Plan for 2023/28 remain broadly the same, albeit with some adjustments. To date, the following changes have been made to the Corporate Plan for 2023/28:
- **A new Council Vision**...so that we can clearly articulate to stakeholders what we are seeking to achieve by 2028.
 - **The *Tackling Poverty* priority becomes the *Tackling Poverty & Enabling Communities* priority**....to recognise a strengths-based approach to tackling poverty.
 - **The *Transformation & Future Council Development* priority is renamed *Transformation & Financial Resilience***.... to reflect how the Council will need to become sustainable when there is increased demand and rising prices and resources are being reduced.

- **New steps to deliver each Priority identified and included**....based on, or incorporating, the Policy Commitments and other evidence-based actions.
- **Introduction of new KPIs**...these will need to be reviewed to ensure that they are collectable, reportable and are capable of being properly defined before they are confirmed and included in the corporate suite of indicators; this is to ensure that they are able to provide useful and robust data.

4.0 Plan structure and contents

4.1 The draft Corporate Plan is focused around six Well-being Objectives that are the key priorities for the Council.

- **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.

4.2 The Plan contains the Council's Well-being Statement, setting out the challenges ahead, the Council's vision to meet those challenges, the Council's six Well-being Objectives to meet the vision, the Council's values and principles, how the Council will deliver its Well-being Objectives through steps and sustainable ways of working, how the Council involves people and the Council's budget for delivery.

4.3 The Plan then presents each of the six Well-being Objectives in turn, describing why each is a Well-being Objective, the longer-term challenges each Well-being Objective will help address, the steps that will be taken to meet each Well-being Objective, what will delivery look like by the end of 2023/24 (this will be updated annually for each financial year), how the Council will measure progress, the contribution each Well-being Objective makes to the national goals, how the Council through each Well-being Objective will maximise the contribution to the National Goals through the way in which the Council will work and the contribution each Well-being Objective makes to the Public Services Board objectives.

4.4 The Plan concludes with how delivery will be monitored, self-assessed and kept under review, what we plan to do next and where to find additional information.

5.0 Integrated Assessment Implications

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

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

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

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

5.4 The Corporate Plan is a high level and strategic document that sets out the Council's Well-being Objectives as required by the Well-being of Future Generations Act (Wales) 2015. The Plan sets out the steps that will be taken to meet each Well-being Objective whilst maximising the Council's contribution to the National Goals in line with the Sustainable Development Principle. The Corporate Plan will have a positive and high impact on the groups relevant to the IIA.

5.5 The public and relevant groups, including people with protected characteristics, were consulted prior to the production of the Corporate Plan and a further consultation took place from 27th January to 24th February 2023. The results of the consultation are attached at Appendix B. A full IIA has been conducted on the Corporate Plan (Appendix C).

The IIA demonstrates that the Corporate Plan will have a positive impact on people and communities and no concerns were identified. Progress will be assessed and reported through quarterly performance monitoring and the Annual Review of Performance. Work with leads to review the Corporate Plan and Council's Well-being Objectives and the steps to deliver them will take place each year, taking into account the latest evidence.

6.0 Financial Implications

6.1 There are no direct financial implications associated with this report however the plan will necessarily shape the budget and medium term financial plan. The three plans will continue to be iterative and support each and planning assumptions (MTFP) and annual budget determinations will be informed by and help shape the delivery of the plan and reciprocally the plan will help shape the financial plans.

7.0 Legal Implications

7.1 There are no legal implications associated with this report.

Background Papers: None

Appendices:

Appendix A	Draft Corporate Plan 2023/28 <i>Delivering a Successful and Sustainable Swansea.</i>
Appendix B	Summary – consultation results.
Appendix C	Integrated Impact Assessment

Delivering a Successful and Sustainable Swansea

The City and County of Swansea's Corporate Plan 2023/28

DRAFT

Foreword

There are a number of major challenges facing the world, the UK, Wales, and Swansea. Many of these challenges are having a major impact and require us to work in a different way to how we have worked before; and none more so than the impact from the COVID-19 pandemic, which along with other global factors has contributed to a cost-of-living crisis with rising prices and increasing energy costs.

Since March 2020, the Council's focus has been on preserving life, minimising the spread of the virus and supporting all our communities. Council staff and partners demonstrated their willingness, flexibility, commitment, and dedication to deliver front line services to Swansea communities, volunteering to support priority areas while also adapting to new ways of working. The global response to the pandemic and war in Europe has impacted supply chains and disrupted the supply and cost of energy, which has been exacerbated by rising inflation, which is having a severe impact on the cost of living. The Council is not immune to these rising costs, which are being exacerbated by increasing demand for its services.

Over the next five years the Council will need to change how it works in several areas of its business to ensure that we are sustainable in the present as well as the future. This Corporate Plan is the Council's overarching plan which provides the strategic framework for the transformation that is needed to achieve the Council's vision while ensuring it is able to respond the challenges of the present and the future.

These challenges include climate change, which is one of the greatest dangers and challenges facing us all and we need to think how we can adapt, reduce our carbon and greenhouse emissions and reduce our risk to flooding and other significant impacts. This also involves making better use of our land and natural resources whilst seeking to protect nature, our natural environment and improve biodiversity.

To tackle these challenges we need to work together. To give current and future generations a good quality of life we need to think about the long-term impact of the decisions we make. We have to do things differently to make things change. If we are to beat these challenges we need to think more about the long-term, work better with people and communities and each other, look to prevent problems and take a more joined-up approach. This will help us to create a Swansea and a Wales that we all want to live in, now and in the future.

Cllr Rob Stewart
Leader of the Council

Martin Nicholls
Chief Executive

1. Introduction – Review of the Corporate Plan and Well-Being Objectives

This Corporate Plan includes a summary of the Council's well-being statement and key priorities, known as 'Well-being Objectives', which are a requirement of the Well-being of Future Generations (Wales) Act 2015.

The Corporate Plan and Well-being Objectives have been reviewed and updated for 2023/28.

The review of the Corporate Plan and our Well-being Objectives for 2023/28 was undertaken by consulting with local people and by assessing, among other sources, the following evidence:

- Future trends and challenges.
- Future Generations Commissioners Report 2020.
- Our equality objectives, including Welsh language.
- Our policy commitments.

The Corporate Plan describes the steps being undertaken to meet our Well-being Objectives and contribute to the seven national well-being goals¹ outlined in the Act.

The 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:

- 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.

Strategic Equality Plan

There is a close correlation between the Council's Corporate Plan and Well-being Objectives and the Council's Strategic Equality Plan 2020/24 and Equality Objectives. A new Strategic Equality Plan with new Strategic Equality Objectives will be published during 2024/25. We will seek to retain close alignment between the Council's Equality and Well-being Objectives as we pursue integration, seek to improve well-being, and strive towards a more equal Swansea and a more equal Wales.

2. Summary of Well-Being Statement

Our Corporate Plan – Vision, Values, Principles and Well-being Objectives

¹ The National Goals are: A Prosperous Wales; A Resilient Wales; A Healthier Wales; A More Equal Wales; A Wales of More Cohesive Communities; A Wales of Vibrant Culture and Thriving Welsh Language; A Globally Responsible Wales.

Our Corporate Plan *Delivering a Successful and Sustainable Swansea* and our Well-being Objectives outline how we will work to meet present and future challenges.

The challenges ahead

Swansea faces a number of challenges in the years ahead, which include:

- Population changes – a growing, ageing and more diverse Swansea.
- Economic changes – attracting investment, high quality jobs and new technology into Swansea while addressing the skills gap.
- Climate change and nature emergencies – risks from flooding, air and water quality, dangers to ecosystems and biodiversity and energy security.
- Social and cultural changes – addressing inequalities in health, education, employment, and life chances.
- Global challenges – helping Swansea to deal with rising energy costs, increasing prices, supply chain disruptions and a resulting cost-of-living crisis.

These challenges are expressed in our Corporate Risks:

- Safeguarding.
- Pupil attainment and achievement.
- Impact of poverty.
- Cost of living crisis.
- Social cohesion.
- Local Economy and Infrastructure.
- Net Zero 2030 target.
- Financial control – Medium Term Financial Plan delivery.
- Corporate Transformation Plan.
- Workforce recruitment and retention.
- Mandatory training.
- Oracle Fusion project implementation.
- Cyber, data and digital security.
- Health and Safety.
- Emergency Planning, Resilience and Business Continuity.

Our Corporate Risks are those that, should they come into effect, could have a detrimental impact on the whole Council or community or could prevent the Council from achieving its priorities and objectives.

We have sought to address our Corporate Risks through relevant control measures and through our Corporate Plan and our Well-being Objectives.

Our ambitions and commitments to residents – our Vision and Well-being Objectives

Our 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.

In order to meet these challenges and achieve our vision, we have prioritised six well-being objectives. These are:

- **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 ‘*Tackling Poverty and Enabling Communities*’ objective was amended to add ‘enabling communities’ so as to recognise a strengths-based approach where the strengths of individuals, communities and networks can be capitalised upon to help tackle poverty. The ‘*Transformation and Financial Resilience*’ objective was renamed to reflect how the Council will need to change to become sustainable and better able to weather global events, leading to increased demand and rising prices at a time when resources are being reduced.

How we will work – our values and principles

Our values and principles expressed in our Corporate Plan underpin the delivery of our well-being objectives and reflect sustainable ways of working:

Our Values

Our Plans are built on three clear values, which guide the way that we work, how we develop as an organisation and our decision-making through the years ahead.

- **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 resources 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 to meet the financial, demographic and societal challenges we face. The response to the Covid crisis has resulted in significant innovations and changes to the way staff work and deliver services.

Our Principles

Our Plans and priorities will be underpinned by three key principles. These principles are essential to deliver our well-being objectives and will be woven into the way that we work.

- **Sustainability**

We will work to improve the economic, social, cultural and environmental well-being of Swansea. This means making sure that the needs of the present are met without compromising the ability of future generations to meet their needs. This will be at the heart of our transformation programmes.

As part of this, we will continue to engage with and seek the views of residents and service users. The principle of sustainability has prevention and integration at its heart and we will develop long-term plans for addressing our Well-being Objectives, working with others. We will also ensure that, through this approach, we meet the requirements of the *Well Being of Future Generations (Wales) Act 2015*.

- **Prevention**

We will intervene earlier in order to support people at greatest risk, change behaviours and prevent the need for costly specialist services, often with a long-term support programme. This will help to make families and communities more resilient, reduce the demand for Council services, lower costs and achieve better outcomes. We will adopt a whole-Council approach to managing the demand for services and aim to deepen our understanding of customer contact and how services can be redesigned to eliminate, reduce or divert demand.

During the pandemic, we continued to work with social care providers to support the ongoing challenges to the easing of lockdown and fight against the effects of Covid-19, while plans were put in place to move the balance away from acute care towards preventative and community services.

- **Collaboration and integration**

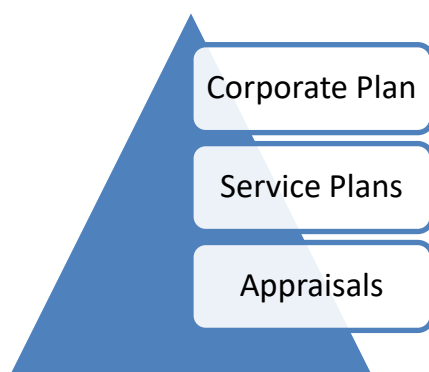
We will work together with our partners across the public, business and voluntary sectors through the Public Services Board and through other collaborative means in order to meet the shared challenges that face Swansea and its communities.

This 'Team Swansea' approach was vital when dealing with Covid-19, working as a whole-Council with partners, such as Health, to ensure that every service played a part in contributing to our Well-being Objectives and that we shared resources and expertise in response to Covid-19. The needs of our residents and the major challenges facing Swansea can only be tackled through productive partnerships, greater integration of our services and pooling of resources.

Our Delivery – the steps

Our Corporate Plan demonstrates that all of our Well-being Objectives taken together and the steps that we are undertaking to deliver them shows our contribution to all seven national goals and to the social, economic, cultural and environmental well-being of Swansea and Wales.

Our contribution to the national goals and well-being of Swansea and Wales is not just expressed in our Corporate Plan. The Corporate Plan describes our key Well-being Objectives and contribution but it forms part of our wider Performance Improvement Framework, which includes departmental Service Plans; the Corporate Plan taken together with Service Plans describes our full contribution. This arrangement is outlined in the diagram below:



Our Delivery – sustainable ways of working

We will further maximise our contribution to the social, economic, cultural, and environmental well-being of Swansea and Wales through embedding sustainable ways of working.

These ways of working are reflected in our values and principles but also in the steps we are taking and plan to take in order to maximise our contribution.

- **Looking ahead to the long-term challenges**

Our Corporate Plan and Well-being Objectives seek to address current and longer-term challenges.

We continued to develop our capability and capacity for a longer-term strategic outlook. This will be an important part of our ongoing transformation as we seek to remodel services and focus on meeting people's needs, facilitate economic prosperity, build cohesive and resilient communities, develop excellent customer service, maximise efficiency, reduce the Council's impact on the environment and develop a committed and motivated workforce.

- **Preventing problems from occurring or getting worse**

Through our Well-being Objectives we are working to prevent problems or to stop them from getting worse.

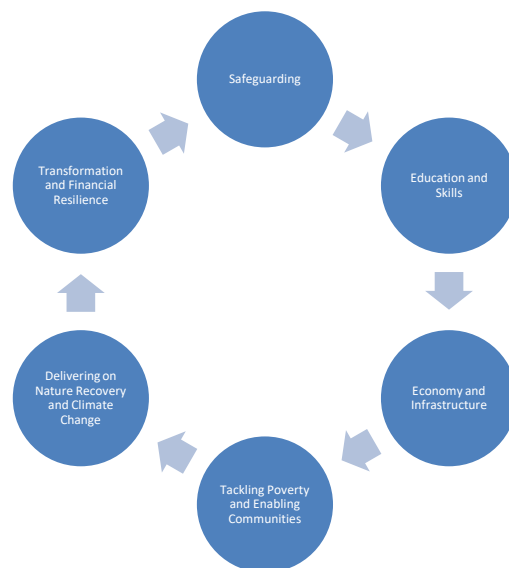
The Council needs to continue to develop its preventative approach and has to that end developed a *Prevention Strategy*. This strategy will further embed early intervention and prevention into the Council's business and place an even greater focus on improving well-being.

- **How our Well-being Objectives relate to each other and to those of other public bodies.**

It is important to point out though that each of our Well-being Objectives cannot be seen in isolation from each other. Each Well-being Objective both affects and is affected by the others.

For example, improving education and skills is both important to our efforts to reduce poverty and to improve the city and economy, which means transforming our education system to ensure children and young people have the necessary skills for the new economy and how society has changed following Covid-19 and as a result from the threats from climate change and the decline in biodiversity.

This interdependency is illustrated in the diagram below:



We are working to identify the connections and potential impacts of diverse policies and programmes and highlight where such policies / programmes can reinforce or undermine each other.

We have developed a new Integrated Impact Assessment tool that is being used to identify and strengthen interdependencies.

We used this tool to assess and review our Corporate Plan and Well-being Objectives, which helped map our contribution to the national goals and identify further options for maximising the contribution to the social, economic, cultural, and environmental well-being of Swansea and Wales.

- **Working in collaboration with others**

We are collaborating with partners from the public, private and third sector in order to take steps to deliver our Well-being Objectives, showing our contribution and options to maximise our contribution to the social, cultural, environmental and economic well-being of Swansea and Wales. These include:

- Working with other local authorities to deliver school improvement services.
- Working in partnership on safeguarding with representatives of each of the main agencies and professionals who are responsible for helping to protect children and adults from abuse and neglect through the West Glamorgan Safeguarding Boards.
- Working with three other local authorities, the Welsh Government, Universities and the private sector through the Swansea Bay City Deal to transform the economic landscape of the area, boost the local economy by £1.8 billion, and generate almost 10,000 new jobs over the next 15 years.
- Working in partnership with Health, Welsh Government, other public bodies and the third sector to respond to continue the recovery from the Covid-19 pandemic.

- **Involving all of our citizens in what we are doing**

The Council is committed to consulting with, and involving, residents, other stakeholders and employees in the Council's decision-making process. We have a new *Consultation and Engagement Strategy* for practitioners to help them engage with residents and service users.

In addition, the Council engages with the diversity of the population through diversity groups and forums, such as the 50+ Network and LGBT Forum. Schools' pupils are involved in their education through School Councils and through *Pupil Voice*, which is directly aimed at increasing pupil participation as set out in Article 12 of the United Nations Convention of the Rights of the Child (UNCRC); Swansea was the first UK Council to adopt and embed UNCRC. The Council's *Big Conversation* events give children and young people an opportunity to discuss issues that matter to them and to influence Council policy.

We have plans to involve more local people in the Council's decisions that affect them, their families and communities and is to that end have worked with the Swansea Co-production Network to engage Co-production Network for Wales (Co-pro Lab) to upskill and develop the Council, embedding co-production behaviours and thinking into everything that we do.

Involving people in our Well-being Objectives

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 gathering 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.

Consultation on the Swansea Council's Corporate Plan is an iterative and ongoing process. During the spring of 2022 the Council developed a survey as a guide and 'temperature check' to help inform the refresh of the Corporate Plan. The results of this survey showed a high level of support for the well-being objectives as the right priorities for the Council to continue to improve well-being in Swansea.

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.

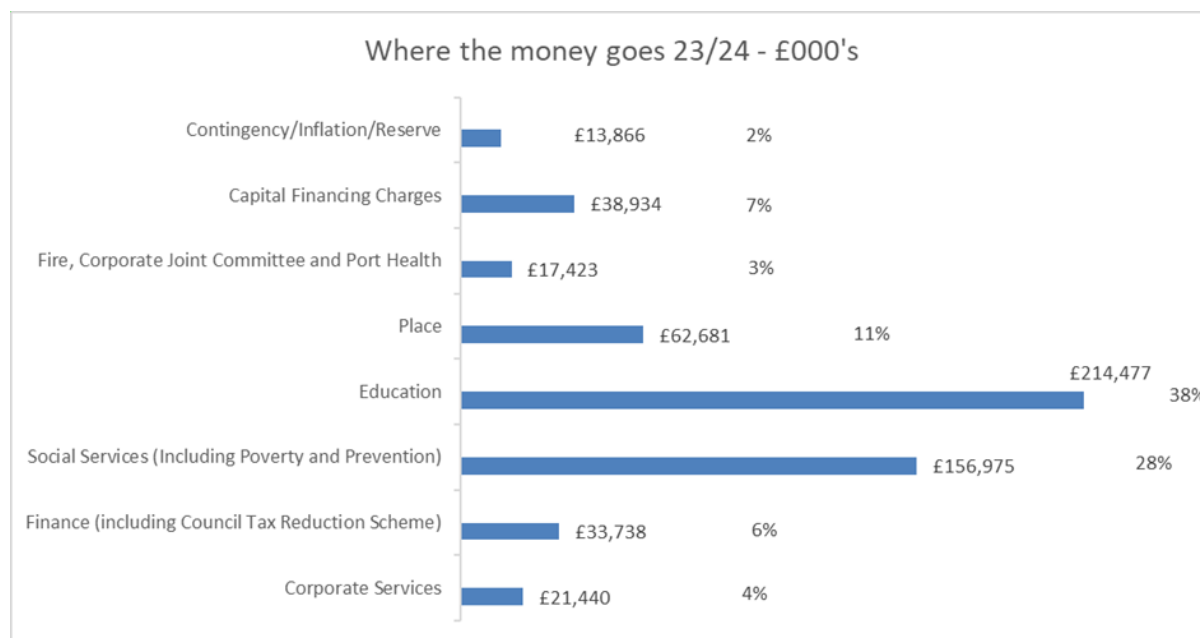
Overall, the results of the survey showed a relatively high level of agreement with the 6 objectives, which is in line with the results of previous consultations:

- 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.

Our Budget – resourcing our Well-being Objectives

Following consultation with staff, the public and other stakeholders, a report on the budget goes to Cabinet and is then discussed at a meeting of full Council. The Council has over £550 million to spend. The vast majority of this money comes from the Government and grants, and we raise further money from council tax and income. This is how it is currently allocated (2023/24 budget):



Public consultation on the 2024/25 budget will be underway by the Autumn unless it is delayed, as has been the case for the last 3 years by national UK and Welsh government decisions to delay budget allocations and announcements (exacerbated more recently by Covid-19 financial uncertainty). Although the amount of money we receive from Welsh Government is a significant increase for next year (2023/24) and could well be a modest increase in cash in future years, there will need to be additional savings to offset our forecast additional expenditure, which is outside our control such as rising price inflation, national pay awards and demographics.

The public have already told us their priorities are schools and social services. Yet they also tell us some specific events, street cleaning and highways maintenance are very important to them too. We also have to plan for high levels of inflation and ensure robust and rapid recovery from the cost of living crisis both in terms of health, wellbeing, and economic activity, all coming on top of the Covid-19 pandemic. Our budget includes a list of budget priorities in line with our well-being objectives set out in our Corporate Plan. But with finite resources we'll have to make tough choices in the future on spending and taxes to balance the books.

We raise over £140million in Council tax each year, not even enough to cover the cost of our social services, let alone all the other services we provide. The overall cost of Council services means simply raising Council Tax alone is not an option. So, we have to take other steps.

3. Our Well-being Objectives

The next part of the Plan sets out our Well-being Objectives for 2023/28. Each objective is described in detail under the following headings:

- **Why this priority is a Well-being Objective.**
- **The longer-term challenges each well-being objective will help address.**
- **The steps we will take to meet each Well-being Objective.**
- **What we have done by the end of 2023-2024.**
- **How we will measure progress.**
- **The contribution each well-being objective makes to the national goals.**
- **How we will maximise our contribution to the national goals through the way in which we work.**
- **The contribution each well-being objective makes to the Public Services Board Well-being Objectives.**

Safeguarding people from harm

Why this priority is a well-being objective.

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

The longer-term challenges this well-being objective will help address.

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

The steps we will take to meet this well-being objective are:

- **Safeguarding as Everyone's business** - Safeguarding our most vulnerable people is 'everyone's business' across the Council, within schools, with partners,

and through West Glamorgan Safeguarding Board and partnerships, *we will undertake a review of post-pandemic care and support provision*

- **High quality and resilient statutory services** - by ensuring that Adult and Child and Family Services are robust, resilient, and effective in getting right care and support, to the right person, at the right time. *We commit to investing £750 million for better care in Swansea, to begin options appraisal to increase council direct delivery of care.*
- **Improving outcomes for children and young people** by promoting rights of children, young people in everything we do, through our strategy to support children and young people to live safely at home with their family; through the corporate parenting strategy to help each cared for child achieve a better life; *We will strive to provide new children's care facilities within Swansea; by progressing a new children's care facility offering high quality, not for profit, local placements when most needed.*
- **Transforming Care and Support to vulnerable adults** - Supporting our most vulnerable adults to remain safe and independent at home, by remodelling access to an integrated health and social care service. We will rebalance our service offer *to provide better day care opportunities and respite services across the City; to focus on prevention, reablement, and by engaging with Health to ensure care plans align with health recovery to improve outcomes*
- **Support to unpaid carers, parent carers and young carers** - recognising the vital contribution of unpaid carers, parent-carers and young carers by coproducing new approaches to the right support to achieve their own well-being outcomes.
- **Building a skilled, professional workforce and supporting their wellbeing** – by safe recruitment, and retaining a workforce that continues to deliver high quality social services, *by committing to fairer pay for care workers*; through supportive leadership; by focusing on workforce wellbeing, practice standards and professional development to support each worker to be the best they can be
- **Implement the West Glamorgan regional partnership work programme**, by working with partners to achieve integrated sustainable, and zero net carbon model of health and social care.

By the end of 2023-2024 we will have:

- Safeguarding remains a whole council priority and everyone's business.
- Improved access to early help and the Council's wellbeing and prevention offer are helping to reduce demand on statutory services.
- Safety and safe standards inform our practice.
- Focus on quality in the delivery of statutory social services.
- Workers feel supported in their work and professional development.
- Carers are identified and supported in their own wellbeing.
- Swansea citizens experience a seamless journey towards their own health and wellbeing outcomes.

How we will measure progress *

*Provisional pending review and data development.

- Early Help - number of children and families supported
- Number / rate of Children in need of care and support, children looked after and children on the child protection register.
- Statutory visits undertaken to children on the child protection register.
- Reablement - adults receiving community and residential reablement to meet their own well-being needs.
- Reviews of care and support plans (adults) within statutory timescales.
- Support to Carers - number/ rate of carers identified and offered a carers assessment to help meet their own wellbeing needs.
- Timeliness in responding to adult safeguarding enquiries.
- Percentage of contacts received by statutory children's social services during the period where a decision was made by the end of the next working day.

The contribution this well-being objective makes to the national goals.

A prosperous Wales	A Resilient Wales	A more equal Wales	A Wales of more cohesive communities	A Wales of vibrant culture and thriving Welsh language	A healthier Wales	A globally responsible Wales
Indirect	Indirect	Direct	Direct	Indirect	Direct	Indirect

How we will maximise our contribution to the national goals through the way in which we work.

- *Preventing problems from occurring or from getting worse* – developing preventative services to help citizens achieve their own wellbeing outcomes, and to reduce the need for people to access statutory services.
- *Addressing long-term challenges* – working preventatively, in a rights-based way, co-producing care and support plans with citizens to help plan to address future care and support outcomes, and identify solutions for tackling new and rising demands on local health and social care services
- *Working in partnership with others* – to tackling complex wellbeing and society issues such as adverse childhood experiences, domestic violence, homelessness and helping people to live and age well with partners through the Public Services Board.
- *Avoiding conflicts between public body objectives* – working collaboratively with partners through Western Bay regional health and social care partnership board, regional safeguarding board and through the Public Services Board.

- *Involving people* – involving all citizens, including carers, young carers and victims of domestic abuse and looked after children and their families in coproducing their own care and support plans, and by focussing on their rights, their strengths and assets and what they can bring to their own family networks and communities.

The contribution this well-being objective makes to the Public Services Board objectives.

Children have the best start in life to be the best they can be	People live well and age well	Working with nature	Strong communities
Direct	Direct	Indirect	Direct

Improving **Education and Skills**

Why this priority is a well-being objective.

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

The longer-term challenges this well-being objective will help address.

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

The steps we will take to meet this well-being objective are:

- **Inclusion Strategy** - We will deliver the inclusion strategy to embed universal provision for additional needs, specialist places for additional needs and a whole school approach to emotional health and psychological wellbeing. The strategy will promote attendance, inclusion, learner participation in decision making and reduction in peer-on-peer bullying and harassment in schools.
- **Welsh Language Skills Strategy** - We will deliver a strategy that embeds the Siarter Iaith to all schools. The strategy will ensure that all schools are supported

to develop learners' skills within and outside the classroom. We want learners to speak Welsh with confidence when they leave school.

- **Leadership Support Strategy** - We will deliver a strategy to maintain and support effective leadership, including governance, across all schools. The strategy will promote self-improvement and collaboration. We want our school leaders to improve their own wellbeing in order to support practitioners and learners well.
- **Teaching Support Strategy** - We will deliver a strategy to support literacy, numeracy, and digital competence to maintain, restore and accelerate learners' skills. The strategy will promote excellence across all schools. We want all teachers to equip learners with key skills to access all areas of learning.
- **Designing Destinations Strategy** - We will deliver a strategy to support vocational learning, post-16 curriculum collaboration, careers and work-related education. We want schools to engage with community learning champions, employers and other education providers to inspire successful futures for learners.
- **Equity in Education Strategy** - We will deliver a strategy to embed trauma informed practice across all schools, actions to reduce the impact of poverty on learners and meet our responsibilities as corporate parents. We want our vulnerable learners to access support in one place through community focussed schools.
- **New and Better Schools Strategy** - We want to provide an efficient and effective educational infrastructure to meet current and future demands for school places. We will deliver a transformed schools' estate using our school building and maintenance programme and also respond to the developments set out within the local development plan (LDP) while ensuring community benefits from contracts. We want to reduce our carbon footprint within the school estate and make assets available for community use where local demand exists.

By the end of 2023-2024 we will have:

- Developed and promoted the new inclusion strategy.
- Continued to support schools to support learners develop Welsh language skills, in line with the WESP delivery plan.
- Encouraged take-up and support for school staff to undertake leadership development opportunities including qualifications.
- Promoted a new vision for school governance to support school leadership.
- Promoted local and regional opportunities of professional learning to support excellent teaching and learning.
- Consulted with learners on post-16 choices and developed a new post-16 and vocational strategy.
- Ensured suitable facilities to deliver universal free school meals to reception age, in line with the Welsh Government offer.
- Submitted a strategic outline programme for sustainable communities for learning.

How we will measure progress *

*Provisional pending review and data development.

- Improved attendance in all educational settings.
- Reduction in exclusions from all educational settings.
- Increased percentage of learners educated through the medium of Welsh at nursery and reception ages.
- Increased percentage of learners remaining in Welsh-medium provision when transferring from one key stage to another.
- Increased number of learners assessed for qualifications through the medium of Welsh.
- Numbers of leaders on MLDP/SLDP/Aspiring Headteacher/NPQH qualifications.
- Improved percentage of learners making good progress in reading and writing skills.
- Improved percentage of learners making good progress in their digital competence.
- Reduction in young people known to be NEET at 16 years of age.
- Enrolment and outcomes of apprenticeships in the Council and the wider community.
- Engagement with training weeks secured for the economically inactive or unemployed through community benefit clauses in contracts.
- Increased take-up of universal Free School Meals (within the Welsh Government offer).
- Swansea becoming the first Adverse Childhood Experience (ACE)-informed Council in Wales.
- Approved business cases and delivery of the remaining Band B projects.
- Increased number of schools available for community use.
- Increased number of schools whose Display Energy Certificate (DEC) rating is either an A or improves by at least one grade, e.g., D to C.
- Increased number of schools that are net zero operational carbon (currently none).

The contribution this well-being objective makes to the national goals.

A prosperous Wales	A Resilient Wales	A more equal Wales	A Wales of more cohesive communities	A Wales of vibrant culture and thriving Welsh language	A healthier Wales	A globally responsible Wales
Indirect	Direct	Direct	Direct	Direct	Indirect	Direct

How we will maximise our contribution to the national goals through the way in which we work.

Preventing problems from occurring or from getting worse – by:

- Supporting schools to design engaging curriculums and opportunities to further develop good quality teaching, so that pupils develop skills and qualifications that they need to go on into further and higher education, training, or employment.
- Supporting learners and their families from the earliest opportunity to overcome barriers to good attendance.
- Supporting learners and their families through early intervention to increase inclusion, engagement and prevent exclusions.
- Early identification of need to ensure learners have suitable provision.

Addressing long-term challenges – by:

- Ensuring the school curriculum in Swansea provides pupils with the skills and qualifications for the future and contributes to the success of the Swansea Bay City Deal in raising prosperity.
- Ensure the schools’ estate is maintained to be suitable and safe for both current and future learners.

Working in partnership with others – by:

- Maintain and further develop working closely with other services across the local authority.
- Collaborating with local authorities through the regional arrangements to support school improvement services.
- Improved collaboration and information sharing with agencies to ensure early identification and support to achieve positive outcomes for children and young people.

Avoiding conflicts between public body objectives – by:

- Creating synergy between national and local objectives and economic development.

Involving people – by:

- Involving learners in their education through a range of engagement mechanisms in order to demonstrate we value these key stakeholders.
- Ensuring the views of families and the wider community are considered.
- Co-construction of policies and plans as appropriate to ensure they meet needs and expectations of the learning community.

The contribution this well-being objective makes to the Public Services Board Well-being Objectives.

Children have the best start in life to be the best they can be	People live well and age well	Working with nature	Strong communities
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Direct	Indirect	Indirect	Direct
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Transforming our **Economy and Infrastructure**

Why this priority is a well-being objective.

- We want to raise economic performance to create wealth and employment opportunities to improve the economic well-being of Swansea's citizens.
- We want to lever all investment and funding opportunities in realising this objective including UK Government City Deal, Levelling up and Shared Prosperity Fund, Welsh Government Transforming Towns, Economy and Creative Wales and other major funders.
- We want to ensure our local economies are supported to achieve resilience in the face of future global, national, and regional challenges, in particular the city centre and our small independent businesses and organisations that are the fabric of our communities large and small.
- We want to provide an enabling approach to support individuals, businesses and communities through our employment and business support, regeneration activities, cultural assets, transport connectivity, planning and other support and regulatory frameworks in delivering these practical measures.
- We want to ensure Swansea is a place characterised by sustainable communities with sufficient good quality housing and places for work and leisure.
- We want to continue to forge strong, hard-working networks with our external partners who are co-delivering with the Council.
- We want to take advantage of untapped growth potential to generate sustainable energy, deliver on net zero commitments, protect the environment and boost the economy.

The longer-term challenges this well-being objective will help address.

- Post-Covid support and recovery.
- A digital and connected future and new models of working.
- Ongoing productivity gap with rest of UK - Swansea's productivity (GVA per hour worked) stood at 85.9% of the UK average in 2020.
- Swansea has a healthy level of new business formations but the relative size of the business base (508 businesses per 10,000 population) is below Wales (539) and UK (718) averages. One and five year survival rates for enterprises have improved and in 2020 were in line with the equivalent rates for Wales and UK, but the increasing costs of goods and services, particularly energy costs, and rising interest rates are creating very challenging trading conditions for local businesses.

- A new future for both the City Centre and smaller district and local centres and adapting to new ways of working including transport methods and connectivity and positive impact on places.
- Ongoing issue of unemployment and inactivity and ensuring a supply of genuine pathways and opportunities. Economic activity and employment rates in Swansea are lower than Wales averages and further below equivalent UK rates.
- The Household Income Gap - although Gross Disposable Household Income rose in Swansea by 8.5% between 2014 and 2019, it continued to lag behind Wales and the UK where rises were 12.3% and 15.8% respectively over the same period. In 2019 Gross Disposable Household Income in Swansea was 75.9% of the UK average.
- Wage rate gap - Over the year to April 2021, annual median full-time earnings in Swansea (workplace based) rose by 5.2%, which was greater than the Wales (+1.2%) and UK (-0.6%) averages. Consequently, annual median full time wage rates in Swansea stood at 91.6% of the UK average in April 2021.
- Contribute to a reduction in deprivation, through the creation of sustainable well paid employment. There are pockets of deprivation across the county, with a number of areas among the highest levels of deprivation in Wales. In the 2019 Welsh Index of Multiple Deprivation (WIMD), Swansea had an above average proportion of its Lower Super Output Areas (LSOAs) featuring in the most deprived 10% in Wales, with 17 (11.5%) of its 148 LSOAs in the 191 (10%) most deprived.
- Change the current business sectoral mix towards higher skilled, higher paid employment. 87.3% of employment is currently service sector based, and there is an under- representation of businesses in professional, scientific and technical sectors which tend to have better skilled and higher paid roles.
- Swansea has a higher proportion of retail businesses than the Welsh and UK average - the planned regeneration schemes will help diversify the city and district centres.
- Resident skills - continue to upskill people to take advantage of opportunities in new and emerging industries.
- Address skills gaps in sectors such as care, hospitality and construction.
- Recognising and working with deep seated anti-social behaviour, crime and associated issues and providing real alternatives and support.
- Enabling creation of sustainable energy sources.
- Help reduce commercial property viability gap with provision of quality flexible adaptable office space in response to increasing levels of inward investment interest and local independent business growth in both town centres and modern industrial settings.

- Increase the supply of affordable housing by building and acquiring new homes and looking for innovative solutions to convert existing buildings into residential accommodation.
- Following completion of the WHQS, continue to invest to improve the energy efficiency of existing homes and reduce the impact of fuel poverty for residents.

The steps we will take to meet this well-being objective are:

Transform our economy by securing funding opportunities and continuing to collaborate with our local regeneration partners and networks to implement the economic regeneration plan. We will maximise the benefits through the creation of employment and training opportunities for the long-term unemployed and economically inactive via community benefit clauses in contracts. There will also be a focus on-

- Lead implementation of South West Wales Regional Economic Delivery Plan in Swansea and associated work packages and funding streams such as UK Shared Prosperity Fund and Welsh Government sources.
- Continuing support to business (both start up and existing) through the Business Swansea provision
- Public Health Teams ensuring businesses can run effectively by adhering to the relevant legislation be it in the hospitality and catering sector or the licensed taxi sector.
- Help create thousands of new jobs for the people of Swansea, aiming to provide high quality and secure employment.
- Deliver an events programme each year, for the next five years, which expands and grows in tune with the regeneration of the city and growing visitor economy.
- Deliver a range of new and exciting immersive attractions, summer concerts and a new phase of Arena shows; encapsulated in a larger ever growing events programme (including the half Iron Man event), which commenced with community support for Platinum Jubilee events.
- Retain the Wales National Air Show in Swansea, bringing tens of thousands of visitors to the City for this annual event and review how its delivery can align with its net zero carbon targets.
- Secure a major new tenant for the Debenhams unit in the Quadrant Shopping Centre, securing the use of this unit for the future.
- Continue to work with partners to build a strong and resilient Creative Network to support the existing, emerging and future fabric of cultural and leisure assets embedded across the City Centre and District and local centres.

Transform the city and county's infrastructure to support a strong and resilient economy by focussing on key developments and enhancing key assets, specifically:-

- Working with our regional partners, progress a £1 billion regeneration and £750 million strategic partnership with Urban Splash as our new strategic partner, with an initial focus on Copr Bay Phase 2, the Civic Centre site and St Thomas site.
- Progress the Palace Theatre and Albert Hall developments to secure our historic buildings for future generations and seek an innovative solution to secure the future of the Elysium building.
- Work with partners to develop commercial meanwhile uses.
- Develop and promote more city living, including new hotels, retail, office space and food and beverage facilities.
- Progress work on the new Castle Square Gardens project.
- Progress work on the new city centre Community Hub project providing a new home to the Central Library.
- Complete the phased demolition of Ty Dewi Sant and the old multi-storey car park.
- Progress the build of 71-72 The Kingsway, to create an innovation hub which will be home to new businesses and up to six hundred new jobs.
- Continue to progress development and investment through the Skyline park attraction on Kilvey Hill.
- Progress hotels discussions for the City.
- Working in partnership with Penderyn Distillery, support the opening of a new whisky distillery attraction at Landore.
- Progress the development and reopening of the River Tawe corridor, including new pontoons.
- Deliver new promenade improvements and developments, as well as new lighting around Swansea Bay.
- Commit to improving public toilets.
- Progress discussions for the new interactive aquarium, aiming to offer an immersive experience for visitors and a wider educational resource.
- Strive to progress discussions regarding a new ferry service linking Wales with the South West of England.

- Commit to progress discussions with partners regarding the International Sports Science Village.
- Commit to investment in our towns and villages.
- Deliver on the refurbishment and upgrade of remaining tower blocks
- Provide more energy efficient homes and more affordable homes, alongside more investment in social housing.
- Public Health Teams ensuring private rented properties and Homes in Multiple Occupation are safe for tenants and rogue traders are prosecuted.
- Complete the Welsh Quality Housing Standard (WQHS) 1 and begin planning WQHS 2.
- Continue onto the next phase of the More Homes build, whilst maintaining progress on further retrofitting of council homes.

Promote and enhance a diverse and sustainable local economy through ensuring a robust policy framework:

- Progress the Replacement Swansea Local Development Plan to provide an up to date planning and place making framework for guiding decisions on development proposals
- Agree a new Swansea Bay Strategy.
- To remodel services, focusing on meeting people's needs, within the funding available
- Commence a review of the disabled parking bay policy.
- Progress TAN15 discussions with Welsh Government to find a solution that supports appropriate development.

Investment in our communities to provide good community infrastructure:

- Promote sustainable use of sports pitches for local sports clubs.
- Continue to invest in parks and play areas.
- Progress roll-out of free public Wi-Fi.
- Commit to complete play area upgrades.
- Continue the replacement of bus shelter installations.
- Commit to installing new bins and to replace dog waste bins with larger general bins.

- Commit to roll-out new drainage teams and new PATCH (Priority Action Team for Community Highways) programmes.
- Commence the £10 million local road upgrades.
- Progress delivery of all-weather sports pitches.
- Commit to delivering better skate-park facilities within Swansea.
- Ensure the availability of dedicated resources to tackle weeds, litter and minor works in every community; recruiting local ward operatives.

By the end of 2023-2024 we will have:

- Delivered better skate facilities.
- Commenced £10 million local road upgrades.
- Promoted the free and sustainable use of sports pitches for local sports clubs.
- Secured a tenant for Debenhams.
- Work progressed on the new Castle Square Gardens project.
- Commenced the phased demolition of Ty Dewi Sant and the old multi-storey car park.
- 71-72 The Kingsway completed.
- Progressed discussions on a new ferry service linking Wales with the South West of England.

How we will measure progress*

*Provisional pending review and data development

- Timeliness assessing planning applications.
- Approvals of major planning applications.
- Housing units and commercial floor space created as a result of the Transforming Towns programme.
- Value of inward investment into Swansea.
- Tourism spend.
- Projects containing community benefit clauses in contracts and number of training weeks created.
- Average Turnaround Time for Land Charge Searches.
- Develop performance measures for jobs created/protected and impact on GVA/productivity.
- Develop clear targets for overall new housing and specifically affordable targets.

The contribution this well-being objective makes to the national goals.

A prosperous Wales	A Resilient Wales	A more equal Wales	A Wales of more cohesive communities	A Wales of vibrant culture and thriving Welsh language	A healthier Wales	A globally responsible Wales
Direct	Direct	Direct	Direct	Direct	Direct	Indirect

How we will maximise our contribution to the national goals through the way in which we work.

- *Preventing problems from occurring or from getting worse* - promoting development opportunities for renewable energy and sustainable transport to build the economy and help tackle climate change.
- *Addressing long-term challenges* - reshaping Swansea and the region's economy to meet the economic challenges of the future and technological change through the City Deal and new Regional Economic Delivery Plan.
- *Working in partnership with others* - working with three other local authorities, the Welsh Government, Universities, Health Boards and the private sector through the Corporate Joint Committee and Regeneration Swansea to deliver the City Deal and Regional Economic Delivery Plan.
- *Avoiding conflicts between public body objectives* - producing a replacement Local Development Plan to support the regeneration of Swansea and provide a blueprint for appropriate, consistent land use planning decisions for current and future generations.
- *Involving people* - extensive consultation and engagement process to shape regeneration schemes, and during each stage of the development of our Local Development Plan looking to identify opportunities to meet housing need and provide employment.

The contribution this well-being objective makes to the Public Services Board Well-being Objectives.

Children have the best start in life to be the best they can be	People live well and age well	Working with nature	Strong communities
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Direct	Direct	Direct	Direct
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Tackling poverty and enabling communities

Why this priority is a well-being objective

- Between 2023 and 2028, the Cost of Living crisis and ongoing economic challenges will continue to impact on individuals, families and communities across Swansea. Poverty is multi-dimensional, complex, growing and impacting more people in Wales. The Council has an important role to play in helping people to alleviate poverty, improving their personal prosperity through better skills and jobs, and address the key issues influencing poverty such as homelessness.
- We also see a role for our communities in supporting people to deliver early interventions, improve the wellbeing of local people and build collaborative relationships with service providers. Our vision for this priority is to create welcoming, strong, resilient, connected and prosperous communities as part of our response to tackle and alleviate poverty in Swansea.
- Tackling poverty and enabling communities is a wellbeing objective because we need to:
 - continue responding to the global economic pressures – including the Cost of Living crisis – that are impacting on our communities.
 - target support for people in poverty or at risk of poverty in order to alleviate poverty and tackle the longer-term impacts on our society.
 - focus on helping people to avoid the need to access services by promoting early interventions and preventative action.
 - embed the lived experience of people in poverty across our services to ensure that we understand and meet those needs.
 - create communities that are safe and resilient where people's rights and needs are respected.
 - improve the personal prosperity of individuals through opportunities to develop skills, improve employability, access jobs and look after their own wellbeing.

The longer-term challenges this well-being objective will help address

- Levels of poverty which remains persistently high – with almost a quarter of people in Wales living in poverty – and impacts on life expectancy, health outcomes and adverse effects on the poorest areas.
- People's experiences of poverty covering a range of common issues including access to essential resources such as housing, fuel, energy, clothing, footwear,

food, and water, as well as support with finances, exclusion from services, and emotional and relationship issues.

- The extra costs that people on low incomes must pay for essentials – such as transport, fuel and food – due to the poverty premium, compounded by the ongoing Cost of Living crisis.
- The role our communities play in tackling poverty and preventing people's needs from escalating to the point where they need services or interventions.
- Changes to population and demographics as well as local population needs as our communities have more older people, become more urbanised and require more homes to be built.
- Opportunities to work closer with communities to tackle these important challenges, building on the networks, strengths and assets of our local areas.

The steps we will take to meet this well-being objective are:

- **Strategic direction** – We will develop methods of working with people with lived experience to co-produce and publish our aligned strategic visions, outcomes and priorities for Tackling Poverty and Community Enablement.
- **Cost of Living** – We will reduce levels of poverty and mitigate the impacts of being in poverty by rolling out government grants, providing welfare rights advice and implementing targeted schemes including the 'free bus ride' initiative and Swansea Spaces.
- **Tackling and preventing homelessness** – We will implement the Housing Support Programme Strategy to support people who are homeless or at risk of becoming homeless.
- **Making more homes available** – We will offer more energy efficient and affordable homes to help minimise household costs, as well as increasing the availability and quality of social housing, to help more people access accommodation that is suitable for their needs.
- **Improving people's prosperity** – We will deliver programmes of employability, skills development and community enhancements that help people to improve their prospects for the future and volunteer their time to contribute to their local communities.
- **Focus on early intervention** – We will collaborate with communities to help them play a stronger role in preventing escalation of individuals' needs and integrating with partners / local sources of support to mitigate demands on services.
- **Empowering communities** – We will embed the principles of human rights across our work with communities, empowering local people to get more involved in the co-production of services, community cohesion and social value.

- **Keeping communities safe** – We will tackle anti-social behaviour through targeted initiatives and support for people who are vulnerable or at risk by improving the presence of enforcement and using events / technologies to protect local people and property.
- **Building community assets** – We will continue to grow the assets of all communities across Swansea by using a strengths-based approach to increase resilient community-led initiatives (such as social enterprises) and establish integrated community hubs aligned with our Local Library Plan.

By the end of 2023-2024 we will have:

- Published our refreshed Tackling Poverty Strategy, working co-productively with our partners and people with lived experience of poverty.
- Developed a Tackling Poverty Performance Framework that aligns objectives, outcomes and performance measures related to tackling poverty.
- Began a review of the Council's Housing Allocations Policy to ensure focus on providing suitable homes for vulnerable people, unintentionally homeless and people who may be struggling with poverty.
- Agreed a strategy to support homeless individuals as the COVID-19 hotel use ends, whilst continuing with our 'always a bed' pledge.
- Supported the establishment of the Swansea Sustainable Food Partnership.
- Published our Corporate Volunteering Policy to develop and manage voluntary action within the organisation.

How we will measure progress *

*Provisional pending review and data development.

- Amount (value) of grants allocated to individuals for applying for Cost of Living funds.
- Amount (value) of grants allocated to businesses for applying for Cost of Living funds.
- Amount (value) of benefit entitlements claimed through Welfare Rights Advice.
- Time taken (days) to process Council Tax Reduction (CTR) and Housing Benefit (HB) applications.
- Time taken (days) to process Council Tax Reduction (CTR) and Housing Benefit (HB) changes of circumstances.
- Number of new affordable homes built.
- Number of people who gain employment through Employability Support.
- Number of adults who achieve accredited qualifications through Adult Learning.
- Number of people who volunteer through council volunteer schemes.
- The number of beneficiaries who have attended the "Get Swansea online" programme.

The contribution this well-being objective makes to the national goals.

A prosperous Wales	A Resilient Wales	A more equal Wales	A Wales of more cohesive communities	A Wales of vibrant culture and thriving Welsh language	A healthier Wales	A globally responsible Wales
Direct	Indirect	Direct	Direct	Indirect	Direct	Indirect

How we will maximise our contribution to the national goals through the way in which we work.

- *Preventing problems from occurring or from getting worse* – 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.
- *Addressing long-term challenges* – we will 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.
- *Working in partnership with others* – we will work with partners and stakeholders including local communities themselves to reflect the diversity of our population and the opportunities available from collaboration and service integration.
- *Avoiding conflicts between public body objectives* – 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.
- *Involving people* – 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.

The contribution this well-being objective makes to the Public Services Board Well-being Objectives.

Children have the best start in life to be the best they can be	People live well and age well	Working with Nature	Strong communities
Direct	Direct	Indirect	Direct

Delivering on **Nature Recovery and Climate Change**

Why this priority is a well-being objective.

- Following Welsh Government declarations for Wales, the Council has declared both a Climate Emergency in June 2019 and a Nature Emergency in November 2021.
- Using the Welsh Government Route map to net zero, Swansea Council will align with its principles, knowing what needs to be done now, by 2022-26 Low Carbon becoming the norm and by 2030 where choosing carbon zero is routine.
- Sound governance has been established within the council to act on such challenges and all activity will be driven within the parameters of the Well-being of Future Generations Act (Wales) 2015, the Environment Act (Wales) 2016, the Strategic Equality Plan and the Corporate Plan and the Swansea (PSB) Well-being Plan.
- To ensure that in addition to achieving net zero 2030 for Swansea Council, we will work with partners, organisations, schools, businesses to support Swansea as a whole county and citizens in its efforts to become net zero by 2050, aligning with the Net Zero Wales Carbon Budget (2) 2022/2025. Establishing both Climate and Nature Charters and a Pledge Wall to encourage active participation and help build a healthier, more prosperous and biodiverse/ ecologically resilient Swansea.
- Swansea is one of the most ecologically rich and diverse counties in the UK. Its unique variety of habitats and species and wonderful range of parks, greenspaces, nature reserves, beaches and landscapes needs to be maintained, enhanced and sustainably managed for the benefit of everyone now and into the future.
- Our natural environment and biodiversity is under threat and in decline due to unsustainable human activities. Habitats and species are being lost at an alarming and unsustainable rate. We need to raise awareness of the impacts of biodiversity loss and climate change at the local level and provide information, advice, and practical support and incentives to encourage others to take action and collaborate to deliver positive solutions to these challenges.
- We want everyone to have access to, understand, appreciate and benefit from Swansea's outstanding natural environment and to play their part in looking after and enhancing it, resulting in a healthier, greener and more prosperous Swansea.
- Our future survival and quality of life is dependent on healthy resilient natural environment, the multiple benefits it provides to society and on reducing our carbon emissions to net zero.
- We have a moral responsibility to look after biodiversity for its own intrinsic value.

The longer-term challenges this well-being objective will help address.

- A public sector target of 2030, ahead of the Welsh Government's target of 2050 for the whole of Wales, will give us our best chance of keeping global warming below 1.5°C. This is the tipping point at which the climate impacts we're already experiencing will go from bad to potentially catastrophic. We'll see natural systems cross danger points, triggering lasting changes such as extreme storms, heatwaves, mass loss of natural habitats and species.
- We are at a critical point in time for nature recovery and without urgent transformative change, many of our species and habitats will continue to decline or become extinct.
- Halting and reversing the loss of biodiversity through reducing harm and unsustainable use and moving to a situation where we are working with nature to maintain healthy resilient ecosystems that will continue to provide long-term quality of life (or ecosystem services) benefits upon which we all depend.
- Tackling climate change, which is one of the greatest challenges facing us all and we need to reduce our carbon footprint and to mitigate for and adapt to the likely risks and impacts.
- Creating high quality environmentally and low carbon responsible and sustainable green jobs that make the most of our unique natural resources e.g. through environmental tourism, sustainable land and coastal management, local food production, sustainable waste management, energy efficiency, renewable energy and carbon capture. As such we will explore and support projects such as on and off shore renewables which align to these ambitions.
- Reducing inequalities in health and well-being by maintaining and enhancing a high quality and accessible natural environment plus ensuring fair access to low carbon energy, homes, travel options, sustainably sourced food and greener job opportunities.
- Sustainably managing and enhancing the quality of our natural resources including air, water, soils and biodiversity will help increase Swansea's ecological resilience and the well-being of its inhabitants.

The steps we will take to meet this well-being objective are:

Net Zero Swansea Council by 2030

- Achieve net zero carbon emissions by 2030, following the approved Swansea Council Net Zero 2030 Delivery Plan.
- Reduce the council's impact on the environment, monitoring via the Welsh Government reporting process on the 6 organisational categories.

Buildings and Energy	Fleet and Other Mobile Equipment	Land Use (Offsetting)
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Waste – Operational	New Ways of Working	Supply Chain
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- Replace for street lighting with LED.
- Develop a new County-wide tree planting map allowing us to plant thousands of new trees.
- Continue to review the council transport fleet to maximise opportunities for use of a green fleet in line with its green fleet strategy.

Net Zero Swansea by 2050

- Collectively support the wider Swansea ambition, working alongside Climate Charter signatories, PSB, citizens, schools, businesses, community groups and environmental partners to help deliver the Welsh Government ambition of Net Zero Wales by 2050.

Electricity and Heat Generation	Transport	Residential Buildings
Industry and Business	Agriculture	Waste and Circular Economy
Education and Engagement	Enriching our Natural Resources	LULUCF

- Develop a Swansea Adaptation and Mitigation Plan.
- Support delivery of the first phase of the Blue Eden Lagoon project.
- Progress the development of a council-operated solar energy farm at the City's Tir John site.
- Aim to make neighbourhood greening improvements.
- Support and enable the increase and availability of electric vehicle (EV) charging points and develop a wider EV charging strategy.
- Progress discussions on the development of a hydrogen fuelling hub.
- Work towards announcing new Active Travel routes, which develop the built and natural environment and encourages higher levels of physical activity.

Nature Recovery

- Develop and monitor the delivery of the Section 6 Corporate Biodiversity Plan and the Resilient Wales goal through annual business planning and reporting mechanisms up to 2028. We will report to Welsh Government every 3 years in line with our Biodiversity Duty.
- Contribute to the review, delivery and monitoring of the Local Nature Recovery Action Plan and a County Wide Green Infrastructure Strategy.

- 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.
- Improve awareness and understanding of climate change and our natural environment through provision of information, training, and events.
- Continue to deliver a programme of wildflower planting and management and take actions that help to control invasive non-native species.
- Engage with local communities to encourage volunteering and to support them taking action to enhance and maintain their local greenspaces and wildlife sites.
- Take action to maintain and improve the quality of our air, water and soils.

By the end of 2023-2024 we will have:

- Reported to Welsh Government on Swansea Council 2022-23 emissions.
- Progressed phase 2 of the public buildings retrofit programme.
- Delivered a second year of projects with our environmental partner.
- Agreed a development model and progressed with the Tir John solar farm development.
- Agree and announced progress on the Blue Eden project with our development partner.
- Built strong collaborative working relationships with climate charter signatories on the 2050 Swansea agenda.
- Begun to implement our ULEV Transition Strategy 2021-2030, with over 150 ULEV vehicles and fleet charge points.
- Continue with the LED street lighting installation programme.
- Agreed an updated tree planting and management strategy.
- Planted hundreds of new trees.
- Produced a series of Wild About your Ward Maps to support communities in identifying opportunities for enhancing local greenspaces and wildlife sites and engaging them in volunteering activities.
- Drafted Management Plans for Council owned Local Nature Reserves.
- Targeted treatment and/or removal of Invasive Non-Native Species on nature sites.
- Produced a series of Climate Change and Nature Recovery e-training modules.
- Continued amenity grassland and road verge management trials to establish as species rich wildflower meadows.
- Prepared a Local Nature Recovery Action Plan and a County Wide GI Strategy.

How we will measure progress*

*Provisional pending review and data development.

- Embed a Climate Change and Nature Strategy
- Emission reductions to be monitored annually via the Welsh Government reporting process.

- Monitor progress against 30 actions by 2030 for Swansea Council delivery plan on an annual basis.
- Report regularly on collaboration successes with Climate Charter signatories, PSB, citizens, schools, businesses, community groups and environmental partners.
- Delivery of the Section 6 Corporate Biodiversity Plan, alongside a Nature Recovery Action Plan in collaboration with the Swansea Nature Partnership and adoption of a Countywide Green Infrastructure Strategy Continue to monitor air, water and soil quality.

The contribution this well-being objective makes to the national goals.

A prosperous Wales	A Resilient Wales	A more equal Wales	A Wales of more cohesive communities	A Wales of vibrant culture and thriving Welsh language	A healthier Wales	A globally responsible Wales
Direct	Direct	Direct	Direct	Indirect	Direct	Direct

How we will maximise our contribution to the national goals through the way in which we work.

- *Preventing problems from occurring or from getting worse* - By halting the decline of biodiversity and maintaining and enhancing a resilient natural environment, we will maintain vital ecosystem services (e.g., flood alleviation, air and water quality, carbon storage and pollination) and help to maintain people's health, well-being, and quality of life. By helping people to understand the causes of problems and how by working together, we can prevent problems occurring. By delivering net zero targets we can help avoid global warming and subsequent consequences. Adaptation activity will help us prepare for change already identified as unavoidable.
- *Addressing long-term challenges* - We want to reverse the loss of biodiversity, promote healthy resilient ecosystems, and strengthen green infrastructure to adapt to and mitigate for the impacts of climate change, and ensure that our natural environment and the benefits and services it provides are protected for the benefit of future generations. We want to achieve net zero carbon.
- *Working in partnership with others* - We will continue to support and collaborate with others Climate Charter signatories, PSB, citizens, schools, businesses, community groups and environmental partners to co-ordinate the planning and delivery of actions and maximise use of resources.
- *Avoiding conflicts between public body objectives* - By raising awareness of biodiversity and climate change and ensuring that it is taken into account at the

early decision-making /design stages of plans and projects, the potential for conflict will be reduced.

- *Involving people* - We will build capacity and achieve more by involving and supporting the local community to participate in identifying and delivering initiatives that maintain and enhance the natural environment and reduce our carbon footprint. More people will be enabled to access and enjoy their natural environment and contribute to mitigating the impacts of climate change.

The contribution this well-being objective makes to the Public Services Board Well-being Objectives.

Early Years	People live well and age well	Working with Nature	Strong communities
Direct	Direct	Direct	Direct

Transformation and Financial Resilience

Why this priority is a well-being objective

- Between 2023 and 2028 there will be extraordinary challenges facing individuals, communities, and public bodies in Swansea, especially as a result of the ongoing recession. At a time when our population needs public services most, they are under threat as our costs rise but our funding is falling in real terms.
- Against that background, if the council is to meet its statutory obligations and deliver the commitments it has made, we will need to innovate and transform how we operate, working closer than ever with others, while continuing to ensure that everything we do is focused on meeting the needs of our population.
- Our vision for this priority is to deliver, through transformation, at least the same if not better outcomes for our population and to improve our efficiency by making significant changes to the way we work and how our services are designed and delivered.
- Transformation and Financial Resilience is a wellbeing objective because we need to:
 - manage the public finances sustainably, recognising the huge constraints that we know we will face over the term of the plan;
 - ensure the council is adequately protected from major external risks such as cyber and data security breaches and recruitment and retention challenges we have across the council and in some services in particular;
 - redesign and remodel aspects of the organisation and its services to meet the changing needs and expectations of citizens within the resources we have available;
 - improve our customer service to ensure our citizens can access council advice, guidance, information, and services how and when they need them;
 - improve how we consult, engage, and involve our population to help us design effective and efficient services;
 - reduce the council's carbon footprint.
 - create a culture that values high performance, learning and continuous improvement.

The longer-term challenges this well-being objective will help address

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

- Demographic changes which will continue to drive increasing demand for council services and increasingly complex needs.
- Demographic changes impacting on the local labour market and composition of the council workforce.
- Technological advances are expected to continue to pave the way in defining how modern societies and economies will interact and develop into the future, not least our approach to social interactions, where we work, and how we access key services like education, health, and social care.
- Recognition that solving complex challenges, such as substance misuse, strategic planning and meeting the needs of the older population cannot be met by the council alone and will increasingly require whole system responses through greater collaboration with partners and the population we serve.

The steps we will take to meet this well-being objective are:

- **Financial Sustainability:** We will maintain a sustainable Medium Term Financial Strategy which ensures the council's revenue and capital resources are aligned to the achievement of the council's wellbeing objectives and delivery of our statutory obligations both over the term of the plan. We will ensure required savings are delivered, and commercial opportunities are taken, where appropriate
- **Transforming our business:** We will, deliver the council's transformation vision and goals, through the development and implementation of a corporate transformation plan, incorporating the key transformational change projects and programmes from across the council
- **Digital Transformation:** We will implement the council's digital strategy, using digital technology to improve people's lives, to enable digital access to services 24 hours a day, and to improve operational efficiency
- **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.
- **Performance Management and Governance:** We will continue to embed self-assessment into the council's performance management arrangements and develop a culture of high performance, learning and continuous improvement. We will ensure the corporate plan, Medium Term Financial Strategy and Transformation Plan are aligned and support the long term needs of the population. We will also keep the council's constitution under review, including

ensuring appropriate delegation arrangements for members and officers are in place.

- **Procurement:** We will continue to develop the procurement supply chain locally, regionally and pan Wales to ensure our procurement activity remains ethical, looks to embed real living wage aspirations across the supply chain and weighs ever more heavily on the social value of procurement, in line with the sustainable development principles.
- **Operational estate:** We will continue to rationalise the council's operational estate to maximise efficiency and reduce our carbon footprint.
- **Partnership working:** We will continue to collaborate with our regional partners to progress our wellbeing objectives, specifically in relation to the strategic development planning, regional transport planning, promoting the economic wellbeing and delivering a regional energy strategy (through the Corporate Joint Committee), health and social care (through the West Glamorgan partnership) and education improvement (through Partneriaeth). Our collaboration will also continue with local partners to develop and implement solutions to the challenges facing our population and progress our 2040 Wellbeing Plan (through the Public Services Board).
- **Interacting with our population:** We will continue to ensure that where appropriate we consult, engage, and involve our population in the design and the delivery of our policies and services, enhancing our co-production capacity and capability through pilot projects and practice.
- **Equality, Diversity and Human Rights:** We will continue to embed equality, diversity, and human rights through all that we do as a council, implementing our Welsh Language proving the quality of our integrated impact assessments and working with partners to make Swansea a Human Rights City.

By the end of 2023-2024 we will have:

- A balanced Medium Term Financial Plan.
- Delivered all the savings proposals approved in the 2023-2024 Final Budget.
- A corporate transformation plan which is delivering major changes across the council.
- Embedded a new Enterprise Resource Planning System.
- Increased the number of Swansea Account users and improved its functionality.
- Introduced new leadership behaviours and a management learning and development offer.
- Reviewed the senior management structure and pay and grading scheme.
- Strengthened the council's Performance Management and Quality Assurance Framework.
- Further develop our local supply chain and also ensure commercial opportunities are developed where appropriate.
- Reduced carbon emissions from our operational estate.
- Rolled out co-production training and toolkits across the council.

- Developed a medium-term action plan for extending our work on human rights across Swansea.

How we will measure progress *

*Provisional pending review and data development.

- Percentage of agreed savings planned that are delivered within the financial year (100%)
- Number of Swansea Account holders (tbc)
- Direct carbon emissions from the council’s operational estate (tbc)
- Average staff sickness rate across the council (tbc)
- Council staff turnover rate (tbc)
- Mandatory training compliance rates (100%)
- Percentage of invoices paid within specified timeframe (tbc)
- Percentage of contracts procured locally / regionally / pan Wales (tbc)
- Percentage of contracts which will deliver social value (tbc)
- Percentage of corporate complaints that are resolved at the first stage (target 90%)
- 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 has resulted in an enforcement or monetary penalty notice being issued by the Information Commissioners Office (ICO).

The contribution this well-being objective makes to the national goals.

A prosperous Wales	A Resilient Wales	A more equal Wales	A Wales of more cohesive communities	A Wales of vibrant culture and thriving Welsh language	A healthier Wales	A globally responsible Wales
Indirect	Indirect	Direct	Indirect	Direct	Indirect	Direct

How we will maximise our contribution to the national goals through the way in which we work.

- *Preventing problems from occurring or from getting worse* – improving customer service and access to advice, guidance, and support through the implementation of the digital strategy
- *Addressing long-term challenges* – ensuring the corporate plan, Medium Term Financial Strategy and Transformation Plan are aligned and support the long term needs of the population.
- *Working in partnership with others* – working in collaboration with organisations regionally and locally to support the needs of the population

- *Avoiding conflicts between public body objectives* – working through established regional and local governance arrangements to ensure consistency between public body objectives
- *Involving people* – involving citizens where appropriate in policy and service design and delivery, enabling community action and ownership.

The contribution this well-being objective makes to the Public Services Board Well-being Objectives.

Children have the best start in life to be the best they can be	People live well and age well	Working with Nature	Strong communities
Indirect	Indirect	Indirect	Indirect

4. Monitoring Delivery – keeping performance under review

We will monitor delivery and keep our progress meeting our Well-being Objectives under review as follows:

How we will monitor progress

- Through the quarterly and annual performance monitoring reports to Cabinet.

How we will report achievements

- Quarterly and annually through Cabinet.
- Annual Review of Performance.

When and how this plan will be updated

- Annual review and refresh.

5. Next Stages – what we plan to do next

We have made some good progress embedding sustainable ways of working into how we do business as illustrated in this Plan; we want to continue to build on this.

To fully meet our obligations under the Well-Being of Future Generations Act, we want to:

- ensure sufficient and joined-up capability and capacity in strategic planning.
- continue to look for ways to increase citizens' involvement.
- look to create a longer-term strategic outlook, looking ahead up to 25+ years;
- ensure strategic integration and coherence between plans and strategies.
- work to ensure that the sustainable development principle shapes strategy and decision-making, and;
- continue to further embed the sustainable ways of working.

6. Where to find additional information

Strategies, plans and policies

<https://www.swansea.gov.uk/policies>

Performance and statistics

<https://www.swansea.gov.uk/statistics>

Finance and Council budget

<https://www.swansea.gov.uk/financeandbudget>

Scrutiny

<https://www.swansea.gov.uk/scrutiny>

Well-being of Future Generations Act

<https://www.swansea.gov.uk/wellbeingfuturegenerations>

Safeguarding

<http://www.swansea.gov.uk/safeguarding>

Schools and learning

<http://www.swansea.gov.uk/schoolsandlearning>

Children and Young People's Rights – UNCRC

<http://www.swansea.gov.uk/uncrc>

Swansea Bay City Deal

<https://www.swansea.gov.uk/swanseabaycitydeal>

Regeneration and development plans and policies

<https://www.swansea.gov.uk/regenerationplans>

West Glamorgan Regional Partnership

<http://www.westernbay.org.uk/>

Partneriaeth (formerly Education through Regional Working (ERW))

<https://www.partneriaeth.cymru/>

Poverty and Prevention Strategies

<https://www.swansea.gov.uk/povertyandpreventionstrategies>

Climate change and nature

<https://www.swansea.gov.uk/climatechange>

Have Your Say – consultations

<http://www.swansea.gov.uk/haveyoursay>

Strategic Equality Plan

<http://www.swansea.gov.uk/sep>

Welsh Language

<http://www.swansea.gov.uk/cymraeg>

Consultation Results on the Corporate Plan 2023-28**1. Background**

- 1.1 A consultation on Swansea Council's Corporate Plan 2023-28 ran between 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.
- 1.2 Consultation on the Swansea Council's Corporate Plan is an iterative and ongoing process. During the spring of 2022 the Council developed a survey as a guide and 'temperature check' to help inform the refresh of the Corporate Plan. The results of this survey showed a high level of support for the well-being objectives as the right priorities for the Council to continue to improve well-being in Swansea.
- 1.3 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.
- 1.4 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's 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.

2. Methods

- 2.1 An on-line questionnaire was developed to consult on Swansea's Corporate Plan and was posted on Swansea Council's website. A screen reader version (in Word format) was also produced and respondents were given the opportunity to request a copy of the questionnaire in any other format. The questionnaire was promoted on the Councils' external website and promoted internally through the Staff intranet via Staff news and the Chief Executive's Blog. The consultation was promoted across Swansea within the press and social media.

3. Results

3.1 A total of 78 responses were received to the questionnaire on the Council's Corporate Plan. Out of those people who responded; 77% ($n=60$) identified themselves as members of the public and 23% ($n=18$) identified themselves as Council employees. All respondents completed the survey on-line and responded in English. Just under half of the respondents (48%) declared that they were female and 36% said that they were male. The largest proportion of respondents were aged between 26 yrs to 65 yrs (61%), followed by those aged 66 yrs to 85 yrs (19%). All of the respondents, apart from one, identified as British.

3.2 The survey was structured into three key sections and 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,
- to outline any further steps the Council could take in relation to each of the draft priorities.

3.3 The extent of agreement or disagreement with the 6 draft objectives

3.3.1 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% ($n= 67$) of respondents agreed that Safeguarding People from Harm should be a priority for Swansea Council.
- 93% ($n=73$) agreed that Education and Skills should be a priority for the Council.
- 87% ($n=67$) agreed that Transforming our Economy & Infrastructure should be a priority for the Council.
- 90% ($n=70$) agreed that Tackling Poverty and Enabling Communities should be a priority for the Council.
- 75% ($n=59$) agreed that Delivering on Nature Recovery and Climate Change should be a priority for the Council.
- 75% ($n= 58$) agreed that Transformation and Financial Resilience should be a priority a priority for the Council.

3.3.2 The highest level of agreement was with the Education and Skills priority, closely followed by the Tackling Poverty and Enabling Communities priority

3.3. Although there was a relatively low level of disagreement with the objectives, more than 1 out of 10 of respondents were unsure as to whether delivering the Nature Recovery and Climate Change and Transformation and Financial Resilience were the right objectives for Swansea Council (14% and 13% respectively).

3.4 The extent of agreement or disagreement with each of the proposed steps to deliver the Safeguarding from Harm priority

3.4.1 Respondents were asked to what extent they agreed or disagreed each of the proposed 7 steps for Swansea Council to deliver the Safeguarding People from Harm priority. Overall there was a relatively high level agreement that each of the steps were the right steps to deliver the Safeguarding from Harm priority:

- 92% agreed with safeguarding our most vulnerable people across the Council, within schools, with partners, and through West Glamorgan Safeguarding Board and partnerships.
- 86% agreed with high quality and resilient statutory services - by ensuring that Adult and Child and Family Services are robust, resilient, and effective in getting right care and support, to the right person, at the right time.
- 88% agreed with improving outcomes for children and young people by promoting rights of children, young people in everything we do, through our strategy to support children and young people to live safely at home with their family and through the corporate parenting strategy.
- 88% agreed with transforming care and support to vulnerable adults by supporting our most vulnerable adults to remain safe and independent at home, by remodelling access to an integrated health and social care service.
- 91% agreed with support to unpaid carers, parent carers and young carers - recognising the vital contribution of unpaid carers, parent-carers and young carers by coproducing new approaches to the right support to achieve their own well-being outcomes.
- 90% agreed with building a skilled, professional workforce and supporting their wellbeing – by safe recruitment, and retaining a workforce that continues to deliver high quality social services is the right step.
- 71% agreed with implementing the West Glamorgan regional partnership work programme, by working with partners to achieve integrated sustainable, and zero net carbon model of health and social care.

3.4.2 Overall, there was a relatively low level of disagreement with the proposed steps. The largest proportion of respondents (16%) disagreed with the step in relation to implementing the West Glamorgan regional partnership work programme and a further 13 % of respondents neither agreed or disagreed with this step.

3.4.3 Respondents were also asked to identify any additional steps the Council could take to deliver the Safeguarding from Harm priority. Suggestions related to providing more support for carers, providing good quality housing, providing more public facilities, more integrated health and social care provision, improved drug rehabilitation services and tackling crime and community safety issues.

3.5 The extent of agreement or disagreement with each of the proposed steps to deliver the Education and Skills priority

3.5.1 Respondents also asked to what extent they agreed or disagreed each of the proposed 7 steps for Swansea Council to deliver the Education and Skills priority. Overall there was a relatively high level agreement that each of the steps were the right steps to deliver the Education and Skills priority

- 78% agreed with delivering the inclusion strategy to embed universal provision for additional needs, specialist places for additional needs and a whole school approach to emotional health and psychological wellbeing.
- 52% agreed with the Welsh Language Skills Strategy and delivering a strategy that embeds the Siarter Iaith to all schools and all schools are supported to develop learners' skills within and outside the classroom.
- 77% agreed with the Leadership Support Strategy and delivering a strategy to maintain and support effective leadership, including governance, across all schools.
- 82% agreed with the Teaching Support Strategy and delivering a strategy to support literacy, numeracy and digital competence to maintain, restore and accelerate learners' skills.
- 81% agreed with the Designing Destinations Strategy and delivering a strategy to support vocational learning, post-16 curriculum collaboration, careers and work-related education.
- 75% agreed with the Equity in Education Strategy and delivering a strategy to embed trauma informed practice across all schools, actions to reduce the impact of poverty on learners and meet our responsibilities as corporate parents.
- 84% agreed with the New and Better Schools Strategy aiming to provide an efficient and effective educational infrastructure, delivering a transformed schools' while ensuring community benefits from contracts.

3.5.2 The largest proportion of respondents disagreed with the step in relation to implementing the Welsh Language Skills strategy (26%) and a further 22% of respondents neither agreed or disagreed with this step.

3.5.3 Respondents were also asked to identify any additional steps the Council could take to deliver this priority. Suggestions related to providing more support for children with additional needs, ensuring schools were inclusive, focusing on essential literacy and numeracy skills, developing vocational education and skills which meet local employment demands and making use of the school estate for the wider community benefit. Comments included:

3.6 **The extent of agreement or disagreement with each of the proposed steps to deliver the Transforming our Economy and Infrastructure priority**

3.6.1 Respondents were also asked to what extent they agreed or disagreed each of the proposed 48 steps for Swansea Council to deliver the Transforming our Economy and Infrastructure priority. Overall there was a relatively high level agreement that each of the steps were the right steps to deliver the Transforming our Economy and Infrastructure priority.

- 79% of respondents agreed with Swansea Council leading the implementation of South West Wales Regional Economic Delivery Plan in Swansea and associated work packages and funding streams such as UK Shared Prosperity Fund and Welsh Government sources.
- 83% agreed with continuing to support to business (both start up and existing) through the Business Swansea provision.
- 81% agreed with Public Health Teams ensuring that businesses can run effectively by adhering to the relevant legislation be it in the hospitality and catering sector or the licensed taxi sector.
- 75% agreed with helping to create thousands of new jobs for the people of Swansea, aiming to provide high quality and secure employment.
- 75% agreed with delivering an events programme each year, for the next five years, which expands and grows in tune with the regeneration of the city and growing visitor economy.
- 76 % agreed with delivering a range of new and exciting immersive attractions, summer concerts and a new phase of Arena shows.
- 66% agreed with retaining the Wales National Air Show in Swansea, bringing tens of thousands of visitors to the City for this annual event and review how its delivery can align with its net zero carbon targets.
- 88% agreed with securing a major new tenant for the Debenhams unit in the Quadrant Shopping Centre, securing the use of this unit for the future.
- 78% agreed with continuing to work with partners to build a strong and resilient Creative Network to support the existing, emerging and future fabric of cultural and leisure assets embedded across the City Centre and District and local centres.

Transform the city and county’s infrastructure to support a strong and resilient economy by focussing on key developments and enhancing key assets:

- 73% agreed with working with our regional partners, to progress a £1 billion regeneration and £750 million strategic partnership with Urban Splash as our new strategic partner, with an initial focus on Copr Bay Phase 2, the Civic Centre site and St Thomas site.
- 75% agreed with progressing the Palace Theatre and Albert Hall developments to secure our historic buildings for future generations and seek an innovative solution to secure the future of the Elysium building.
- 70% agreed with working with partners to develop commercial meanwhile uses.
- 64% agreed with developing and promoting more city living, including new hotels, retail, office space and food and beverage facilities.
- 62% agreed with progressing work on the new Castle Square Gardens project.
- 68% agreed with progressing work on the new city centre Community Hub project providing a new home to the Central Library.
- 57% agreed with completing the phased demolition of Ty Dewi Sant and the old multi-storey car park.

- 66% agreed with progressing the build of 71-72 The Kingsway, to create an innovation hub which will be home to new businesses and up to six hundred new jobs.
- 59% agreed with continuing to progress development and investment through the Skyline park attraction on Kilvey Hill.
- 60% agreed with progressing hotels discussions for the City.
- 68% agreed with working in partnership with Penderyn Distillery, to support the opening of a new whisky distillery attraction at Landore.
- 79% agreed with progressing the development and reopening of the River Tawe corridor, including new pontoons.
- 84 % agreed with delivering new promenade improvements and developments, as well as new lighting around Swansea Bay.
- 92% agreed with committing to improving public toilets.
- 66% agreed with progressing discussions for the new interactive aquarium, aiming to offer an immersive experience for visitors and a wider educational resource.
- 67% agreed with striving to progress discussions regarding a new ferry service linking Wales with the South West of England.
- 66% agreed with committing to progress discussions with partners regarding the International Sports Science Village.
- 90% agreed with committing to investment in our towns and villages.
- 72% agreed with delivering on the refurbishment and upgrade of remaining tower blocks.
- 75% agreed with providing more energy efficient homes and more affordable homes, alongside more investment in social housing.
- 83% agreed with Public Health Teams ensuring private rented properties and Homes in Multiple Occupation are safe for tenants and rouge traders are prosecuted.
- 71% agreed with completing the Welsh Quality Housing Standard (WQHS) 1 and begin planning WQHS 2.
- 70% agreed with continuing onto the next phase of the More Homes build, whilst maintaining progress on further retrofitting of council homes.

Promote and enhance a diverse and sustainable local economy through ensuring a robust policy framework:

- 61% agreed with progressing the Replacement Swansea Local Development Plan to provide an up to date planning and place making framework for guiding decisions on development proposals.
- 57% agreed with a new Swansea Bay Strategy.
- 68% agreed with remodelling services, focusing on meeting people's needs, within the funding available.
- 65% agreed with commencing a review of the disabled parking bay policy.
- 51% agreed with progressing TAN15 discussions with Welsh Government to find a solution that supports appropriate development.

Investment in our communities to provide good community infrastructure:

- 83% agreed with promoting the sustainable use of sports pitches for local sports clubs.
- 93% agreed with continuing to invest in parks and play areas.
- 80% agreed with progressing the roll-out of free public Wi-Fi.
- 83% agreed with the commitment to complete play area upgrades.
- 80% agreed with continuing the replacement of bus shelter installations.
- 84% agreed with the commitment to install new bins and to replace dog waste bins with larger general bins.
- 83% agreed with the commitment to roll-out new drainage teams and new PATCH (Priority Action Team for Community Highways) programmes.
- 90% agreed with commencing the £10 million local road upgrades.
- 72% agreed with progressing delivery of all-weather sports pitches.
- 55% agreed with the commitment to delivering better skate-park facilities within Swansea.
- 92% agreed with ensuring the availability of dedicated resources to tackle weeds, litter and minor works in every community; recruiting local ward operatives.

3.6.2 The highest proportion of respondents (more than 9 out of 10) agreed with committing to improving public toilets, investment in our towns and villages, commencing the £10 million local road upgrades and ensuring the availability of dedicated resources to tackle weeds, litter and minor works in every community; recruiting local ward operatives.

3.6.3 The highest proportion of respondents *strongly* agreed with helping to create thousands of new jobs for the people of Swansea (71%), securing a major new tenant for the Debenhams unit in the Quadrant Shopping Centre (71%) and improving public toilets (78%).

3.6.4 Although the majority of respondents agreed with most of the steps, a small minority disagreed with the steps. The highest proportion of disagreement was in relation to delivering better skate-park facilities (19%), continuing to progress development and investment through the Skyline park attraction on Kilvey Hill, hosting the Skyline board visit during June 2022 (17%) and developing and promoting more city living, including new hotels, retail, office space and food and beverage facilities (17%).

3.6.5 Over a quarter of respondents neither agreed or disagreed with the steps to progress hotels discussions for the City Centre and Stadium (27%) and the commitment to progress discussions with partners regarding the International Sports Science Village (33%).

3.6.6 Respondents were also asked to identify any additional steps the Council could take to deliver this priority. Suggestions included environmental improvements in the city centre, towns and villages, improved social housing, improved public transport, more repairs to roads and pavements, more street cleansing, an increased police presence and further investments and regeneration in the city centre

3.7 The extent of agreement or disagreement with each of the proposed steps to deliver the Tackling Poverty and Enabling Communities priority

3.7.1 Respondents were also asked to what extent they agreed or disagreed each of the proposed 9 steps for Swansea Council to deliver the Tackling Poverty and Enabling Communities priority. Overall there was a relatively high level agreement that each of the steps were the right steps to deliver the Tackling Poverty and Enabling Communities priority:

- 74% agreed with developing methods of working with people with lived experience to co-produce and publish our aligned strategic visions, outcomes and priorities for Tackling Poverty and Community Enablement.
- 82% agreed with reducing levels of poverty and mitigate the impacts of being in poverty by rolling out government grants, providing welfare rights advice and implementing targeted schemes
- 87% agreed with implementing the Housing Support Programme Strategy to support people who are homeless or at risk of becoming homeless.
- 82% agreed with offering more energy efficient and affordable homes to help minimise household costs, as well as increasing the availability and quality of social housing, to help more people access accommodation that is suitable for their needs.
- 90% agreed with delivering programmes of employability, skills development and community enhancements that help people to improve their prospects for the future and volunteer their time to contribute to their local communities.
- 80% agreed with collaborating with communities to help them play a stronger role in preventing escalation of individuals' needs and integrating with partners / local sources of support to mitigate demands on services.
- 82% agreed with embedding the principles of human rights across our work with communities, empowering local people to get more involved in the co-production of services and community cohesion.
- 93% agreed with tackling anti-social behaviour through targeted initiatives and support for people who are vulnerable or at risk by improving the presence of enforcement and using events / technologies to protect local people and property.
- 78% agreed with continuing to grow the assets of all communities across Swansea by using a strengths-based approach to increase resilient community-led initiatives (such as social enterprises) and establish integrated community hubs aligned with our Local Library Plan

3.7.2 Overall, there was a relatively low level of disagreement with any of the steps to implement the Tackling Poverty and Enabling Communities priority. However, 1 in 10 respondents neither agreed or disagreed with the steps to develop methods of working with people with lived experience to co-produce (17%), offering more energy efficient and affordable homes (13%) and embedding the principles of human rights (13%).

3.7.3 Respondents were also asked to identify any additional steps the Council could take to deliver this priority. Suggestions included improving community safety, preventing homelessness and providing more social housing, a more equal distribution of investment across the whole of Swansea, investing in libraries and more support for people with mental health problems.

3.8 **The extent of agreement or disagreement with each of the proposed steps to deliver the Delivering on Nature Recovery and Climate Change priority**

3.8.1 Respondents were also asked to what extent they agreed or disagreed each of the proposed 19 steps for Swansea Council to deliver the Nature Recovery and Climate Change priority. Overall there was a relatively high level agreement that each of the steps were the right steps to deliver the Nature Recovery And Climate Change Charter:

- 63% agreed with working achieving net zero carbon emissions by 2030, following the approved Swansea Council Net Zero 2030 Delivery Plan.
- 73% agreed with reducing the Council's impact on the environment, monitoring via the Welsh Government reporting process on the 6 organisational categories: Buildings & Energy; Fleet & Other Mobile Equipment; Land Use (Offsetting); Waste – Operational; New Ways of Working; Supply Chain.
- 72% agreed with installing more LED street lighting.
- 80% agreed with developing a new County-wide tree planting map allowing us to plant thousands of new trees.
- 75% agreed with continuing to review the council transport fleet to maximise opportunities for use of a green fleet in line with its green fleet strategy.
- 62% agreed with collectively support the wider Swansea ambition, working alongside Climate Charter signatories, Public Service Board, citizens, schools, businesses, community groups and environmental partners to help deliver the Welsh Government ambition of Net Zero Wales by 2050.
- 67% agreed with supporting delivery of the first phase of the Blue Eden Lagoon project.
- 79% agreed with progressing the development of a council-operated solar energy farm at the City's Tir John site.
- 82% agreed with aiming to make neighbourhood greening improvements.
- 74% agreed with aiming to make neighbourhood greening improvements.
- 74% agreed with supporting and enabling the increase and availability of electric vehicle (EV) charging points and develop a wider EV charging strategy.
- 56% agreed with progressing the discussions on the development of a hydrogen fuelling hub.

- 69% agreed with working towards announcing new Active Travel routes, which develop the built and natural environment and encourages higher levels of physical activity.
- 65% agreed with developing and monitoring the delivery of the Section 6 Corporate Biodiversity Plan and the Resilient Wales goal through annual business planning and reporting mechanisms up to 2027.
- 70% agreed with contributing to the review, delivery and monitoring of the Local Nature Recovery Action Plan and a County Wide Green Infrastructure Strategy.
- 75% agreed with working 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.
- 71% agreed with improving the awareness and understanding of climate change and our natural environment through provision of information, training and events.
- 89% agreed with continuing to deliver a programme of wildflower planting and management and take actions that help to control invasive non-native species.
- 82% agreed with continuing to deliver a programme of wildflower planting and management and take actions that help to control invasive non-native species.
- 82% agreed with engaging with local communities to encourage volunteering and to support them taking action to enhance and maintain their local greenspaces and wildlife sites.
- 87% agreed with taking action to maintain and improve the quality of our air, water and soils.

3.8.2 The highest proportion of respondents *strongly* agreed with taking action to maintain and improve the quality of our air, water and soils (67%) and continuing to deliver a programme of wildflower planting and management and take actions that help to control invasive non-native species (60%).

3.8.3 Although the majority of respondents agreed with most of the steps, a small minority disagreed with the steps. The highest proportion of disagreement was in relation to achieving net zero carbon emissions by 2030, following the approved Swansea Council Net Zero 2030 Delivery Plan (20%) and supporting and enabling the increase and availability of electric vehicle (EV) charging points and develop a wider EV charging strategy (16%).

3.8.4 More than 1 in 5 respondents neither agreed or disagreed with collectively supporting the wider Swansea ambition, working alongside partners to help deliver the Welsh Government ambition of Net Zero Wales by 2050 (22%), supporting the delivery of the first phase of the Blue Eden Lagoon project (21%), progressing discussions on the development of a hydrogen fuelling hub (29%), developing and monitor the delivery of the Section 6 Corporate Biodiversity Plan and the Resilient Wales goal (23%) and contributing to the review, delivery and monitoring of the Local Nature Recovery Action Plan and a County Wide Green Infrastructure Strategy (22%).

3.8.5 Respondents were also asked to identify any additional steps the Council could take to deliver this priority. Suggestions included considering whether net zero by 2030 was realistic, improving sustainable travel modes and routes, reducing waste, improving green spaces in residential areas and encouraging community action and ownership.

3.9 The extent of agreement or disagreement with each of the proposed steps to deliver the Transformation and Financial Resilience priority.

3.9.1 Respondents were also asked to what extent they agreed or disagreed each of the proposed 11 steps for Swansea Council to Transformation and Financial Resilience priority. Overall there was a relatively high level agreement that each of the steps were the right steps to deliver the Transformation and Financial Resilience priority:

- 76% agreed with maintaining a sustainable Medium Term Financial Strategy which ensures the council's revenue and capital resources are aligned to the achievement of the council's wellbeing objectives and delivery of our statutory obligations both over the term of the plan.
- 66% agreed with delivering the council's transformation vision and goals, through the development and implementation of a corporate transformation plan, incorporating the key transformational change projects and programmes from across the council.
- 74% agreed with implementing the council's digital strategy, using digital technology to improve people's lives, to enable digital access to services 24 hours a day, and to improve operational efficiency
- 73% agreed with implementing the council's workforce strategy and thereby develop a motivated and committed workforce that is innovative, supported, skilled and customer focused.
- 75% agreed with ensuring the organisation's working model reflects the needs of the population and the council's agile working approach, reviewing the senior management structure, pay and grading to ensure they are appropriate and in line with the wider workforce pay and grading scheme and developing tools to help services implement change, including training, guidance, and support
- 67% agreed with continuing to embed self-assessment into the council's performance management arrangements and develop a culture of high performance, learning and continuous improvement, ensuring the corporate plan, Medium Term Financial Strategy and Transformation Plan are aligned and support the long term needs of the population and keeping the council's constitution under review, including ensuring appropriate delegation arrangements for members and officers are in place.
- 72% agreed with continuing to develop the procurement supply chain locally, regionally and pan Wales to ensure our procurement activity remains ethical, looks to embed real living wage aspirations across the supply chain and weighs ever more heavily on the social value of procurement, in line with the sustainable development principles.
- 75% agreed with continuing to rationalise the council's operational estate to maximise efficiency and reduce our carbon footprint.

- 62% agreed with continuing to collaborate with our regional partners to progress our wellbeing objectives, specifically in relation to the strategic development planning, regional transport planning, promoting the economic well-being and delivering a regional energy strategy (through the Corporate Joint Committee), health and social care (through the West Glamorgan partnership) and education improvement (through Partneriaeth).
- 86% agreed with continuing to ensure that where appropriate we consult, engage, and involve our population in the design and the delivery of our policies and services, enhancing our co-production capacity and capability through pilot projects and practice.
- 62% agreed with continuing to embed equality, diversity, and human rights through all that we do as a council, implementing the Welsh Language Standards, improving the quality of our integrated impact assessments and working with partners to make Swansea a Human Rights City.

3.9.2 The highest proportion of respondents *strongly* agreed with continuing to ensure that where appropriate we consult, engage, and involve our population in the design and the delivery of our policies and services, enhancing our co-production capacity and capability through pilot projects and practice (72%) and implementing the council's workforce strategy and thereby develop a motivated and committed workforce that is innovative, supported, skilled and customer focused (54%).

3.9.3 Although the majority of respondents agreed with most of the steps, a small minority disagreed with the steps. The highest proportion of disagreement was in relation to continuing to embed equality, diversity, and human rights through all that we do as a council, implementing the Welsh Language Standards and improving the quality of our integrated impact assessments (16%).

3.9.4 More than 1 in 4 respondents (28%) neither agreed or disagreed with continuing to collaborate with our regional partners to progress our wellbeing objectives, specifically in relation to the strategic development planning, regional transport planning, promoting the economic well-being and delivering a regional energy strategy (through the Corporate Joint Committee), health and social care (through the West Glamorgan partnership) and education improvement (through Partneriaeth).

3.9.5 Respondents were asked to identify any additional steps the Council could take to deliver this priority. Suggestions included embedding transformation in core Council business, clarifying transformation goals and outcomes and more public engagement and consultation.

4.0 Other comments about the priorities proposed for our Corporate Plan 2023-28

4.1 Respondents were also asked if they had any other comments about the priorities proposed for the Council's Corporate Plan 2023-23. Suggestion

related to political leadership, regeneration, climate change, the city centre, street lighting, community safety and the nature of consultation with the public.

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.

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

(b) Please name and fully describe initiative here:

Swansea Council's current Corporate Plan runs until 31st March 2023. The Council is developing a new Corporate Plan to run from 2023 to 2028 ("the Plan"). The Plan incorporates the Council's Well-being Statement which consists of six well-being objectives also known as priorities. This meets legal requirements under the Well-being of Future Generations Act (Wales) 2015.

The Corporate Plan has been reviewed for 2023/28. Following the review, the Council's Well-being Objectives described in the Corporate Plan for 2023/28 remain broadly the same, albeit with some adjustments, including as follows:

- **A new Council Vision**...so that we can clearly articulate to stakeholders what we are seeking to achieve by 2028.

- **The *Tackling Poverty* priority becomes the *Tackling Poverty & Enabling Communities* priority....**to recognise a strengths-based approach to tackling poverty.
- **The *Transformation & Future Council Development* priority is renamed *Transformation & Financial Resilience*....** to reflect how the Council will need to become sustainable when there is increased demand and rising prices and resources are being reduced.
- **New steps to deliver each Priority identified and included....**based on, or incorporating, the Policy Commitments and other evidence-based actions.
- **Introduction of new KPIs...**these will need to be reviewed to ensure that they are collectable, reportable and are capable of being properly defined before they are confirmed and included in the corporate suite of indicators; this is to ensure that they are able to provide useful and robust data.

(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 Plan will be published on the Councils website.

(d) **It was initially screened for relevance on: 6th December, 2022**

(e) **Lead Officer**

Name: Richard Rowlands

Job title: Strategic Delivery & Performance Manager

Date: 9th Feb 2023

(e) **Approved by Head of Service**

Name: Lee Wenham

Job title: Head of Communications & Marketing

Date: 9th Feb 2023

Section 1 - Aims

What are the aims of the initiative?

The Corporate Plan is a high level and strategic document that sets out the Council's Well-being Objectives as required by the Well-being of Future Generations Act (Wales) 2015. The Plan sets out the steps that will be taken to meet them each Well-being Objective whilst maximising the Council's contribution to the National Goals in line with the Sustainable Development Principle. The aims of each Well-being Objective are set out within the Corporate Plan.

Who has responsibility?

- Leader of the Council
- Chief Executive

Who are the stakeholders?

- General public,
- Audit Wales,
- Future Generations Commissioner
- West Glamorgan Regional Safeguarding Board
- Care Inspectorate Wales
- Estyn
- Schools
- Residents across Swansea
- Communities
- Local Businesses
- Investors
- 3rd sector organisations
- 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.
- Regional partners.
- Welsh Government
- UK Government
- South West Wales Corporate Joint Committee
- Swansea Public Services Board
- 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

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.

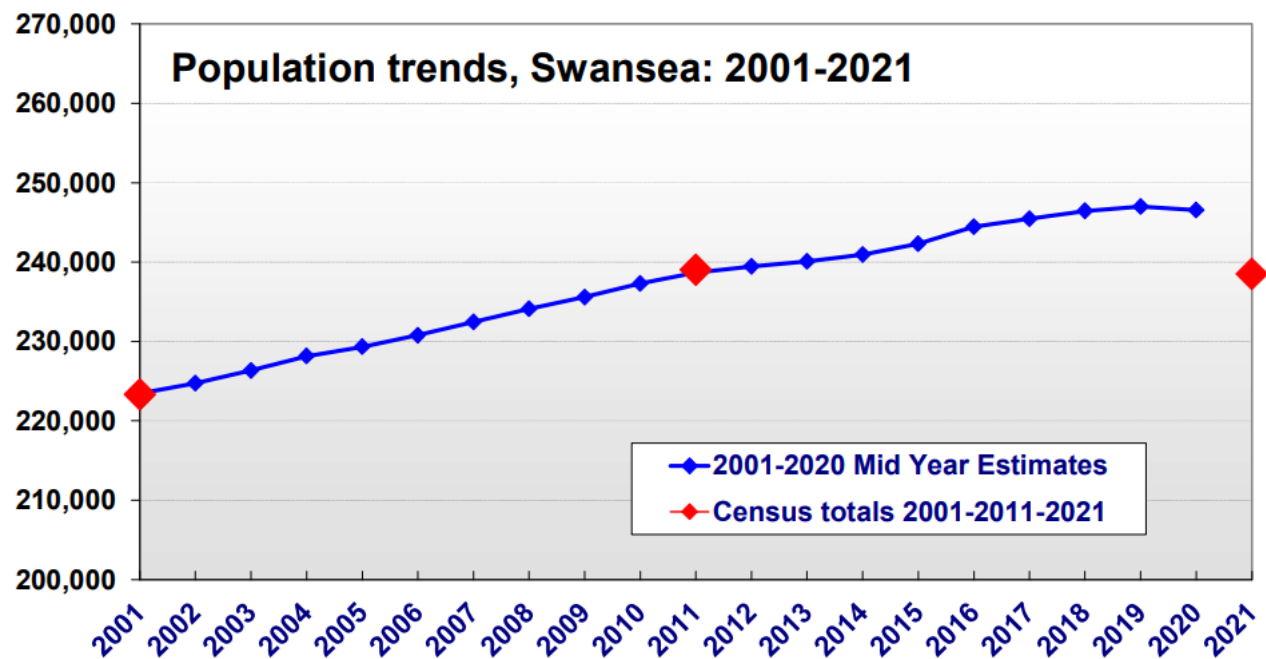


Figure 1: Population Change in Swansea 2001-2021

- 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)

the estimated number of
, the fifth highest of the
most densely populated
residents per sq.

- The initial 2021 Census results by five year 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.

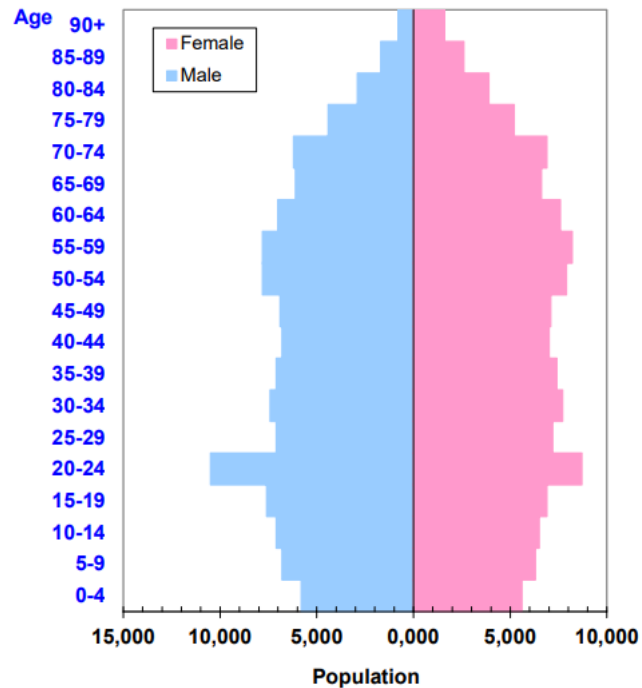


Figure 2:
Swansea population by age and sex, 2021

- 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)

- 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)

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

- 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, minibus 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

	Persons	
	Swansea Local Authority	
	count	%
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Work mainly at or from home	25,495	25.3
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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)

y 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)

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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**

Measure	Primary	Secondary	Overall
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 Impacts	Positive / Negative/Neutral Impact/Needs further investigation
Race	<p>Safeguarding People from Harm - 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 & Future Council Objective, the Council aims to work towards becoming a Human Rights City and embed equality, diversity into all it does.</p> <p>Improving Education & Skills - 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>Transforming our Economy & Infrastructure - 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 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>Tackling Poverty & Enabling Communities - 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>	Positive

	Potential Impacts	Positive / Negative/Neutral Impact/Needs further investigation
	<p>Delivering on nature recovery and climate change - 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>Transformation & Financial Resilience - 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>	
Disability age 92	<p>Safeguarding People from Harm - 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>Improving Education & Skills - The Equality Act 2010 (Disabled School Pupils) (Wales) Regulations 2021 (legislation.gov.uk) 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. Additional Learning Needs and Education Tribunal (Wales) Act 2018 (legislation.gov.uk) 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>Transforming our Economy & Infrastructure - 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>Tackling Poverty & Enabling Communities - 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</p>	Positive

	Potential Impacts	Positive / Negative/Neutral Impact/Needs further investigation
	<p>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>Delivering on nature recovery and climate change - There are strong links between disability and poverty which mean that climate change impacts people with disabilities or health conditions disproportionately.</p> <p>Transformation & Financial Resilience - 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>	
Page 93 Carers	<p>Safeguarding People from Harm - 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>Improving Education & Skills - 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>Transforming our Economy & Infrastructure - Actions in this corporate plan aim will help create opportunities for this group through employability and support projects.</p> <p>Tackling Poverty & Enabling Communities - 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</p>	Positive / needs further investigation.

	Potential Impacts	Positive / Negative/Neutral Impact/Needs further investigation
	<p>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>Delivering on nature recovery and climate change - 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>Transformation & Financial Resilience - We support carers through our Regional Carers strategy which has been co-produced with carers in the local region.</p>	
<p>Page 94</p> <p>Sex</p>	<p>Safeguarding People from Harm - 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>Improving Education & Skills - 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>Transforming our Economy & Infrastructure / Delivering on nature recovery and climate change / Transformation & Financial Resilience - General impact as good practice is demonstrated and encouraged.</p> <p>Tackling Poverty & Enabling Communities - 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>	<p>Positive / Needs further investigation.</p>
<p>Age</p>	<p>Safeguarding People from Harm - the Council works to ensure that Adult and Child & 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</p>	<p>Positive</p>

	Potential Impacts	Positive / Negative/Neutral Impact/Needs further investigation
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 95</p>	<p>their family.</p> <p>Improving Education & Skills - The implementation of the ALNET Act will increase the age range from 3-16 to 0-25.</p> <p>Transforming our Economy & Infrastructure - Younger and older people will be supported into employment and key assets and infrastructure will incorporate 'age friendly' considerations.</p> <p>Tackling Poverty & Enabling Communities - 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 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>Delivering on nature recovery and climate change - 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>Transformation & Financial Resilience - 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>Future generations (yet to be born)</p>	<p>Safeguarding People from Harm - 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. https://www.swansea.gov.uk/childprotection</p> <p>Improving Education & Skills - 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</p>	<p>Positive / needs further investigation.</p>

	Potential Impacts	Positive / Negative/Neutral Impact/Needs further investigation
Page 96	<p>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>Transforming our Economy & Infrastructure - Future generations will have a stronger and more sustainable economy.</p> <p>Tackling Poverty & Enabling Communities - 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 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>Delivering on nature recovery and climate change - Future generations will live in a more resilient Swansea as a result of this objective and its steps.</p> <p>Transformation & Financial Resilience - Future generations will have a more robust and resilient Council to serve the population.</p>	
Religion & Belief	<p>Safeguarding People from Harm - 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 https://www.swansea.gov.uk/cityofsanctuary</p> <p>Improving Education & Skills - 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>Transforming our Economy & Infrastructure - Cultural and leisure networks and assets take account of all beliefs and those who have none.</p>	Positive / further investigation needed.

	Potential Impacts	Positive / Negative/Neutral Impact/Needs further investigation
	<p>Tackling Poverty & Enabling Communities - 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>Delivering on nature recovery and climate change - Everyone will be engaged and will universally benefit from the Council's Nature Recovery and Climate Change objective.</p> <p>Transformation & Financial Resilience - 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>Sexual Orientation age 97</p>	<p>Safeguarding People from Harm - 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>Improving Education & Skills - 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 Equal-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>Transforming our Economy & Infrastructure - Cultural assets, events and network activity helps people to understand each other and brings communities together.</p> <p>Tackling Poverty & Enabling Communities - 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>Delivering on nature recovery and climate change - Everyone will be engaged and will universally benefit from the Council's Nature Recovery and Climate Change objective.</p> <p>Transformation & Financial Resilience - 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</p>	<p>Positive / needs further investigation</p>

	Potential Impacts	Positive / Negative/Neutral Impact/Needs further investigation
	offer includes a number of bespoke events and celebrations such as PRIDE and the LGBT history month.	
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 98</p> <p>Gender Reassignment</p>	<p>Safeguarding People from Harm - 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>Improving Education & Skills - 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: https://gov.wales/sites/default/files/publications/2021-01/atish14702doc5.pdf</p> <p>Transforming our Economy & Infrastructure - Cultural assets, events and network activity helps people to understand each other and brings communities together.</p> <p>Tackling Poverty & Enabling Communities - 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>Delivering on nature recovery and climate change - Everyone will be engaged and will universally benefit from the Council’s Nature Recovery and Climate Change objective.</p> <p>Transformation & Financial Resilience - Our services, events, facilities and assets help people to understand each other and brings communities together.</p>	Positive / needs further investigation.
<p>Marriage & Civil Partnership</p>	<p>Safeguarding People from Harm - 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>Transforming our Economy & Infrastructure - Ensuring our leisure and cultural events, facilities and assets are inclusive and welcome everyone.</p> <p>Tackling Poverty & Enabling Communities - 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>	Positive / Neutral

	Potential Impacts	Positive / Negative/Neutral Impact/Needs further investigation
	<p>Delivering on nature recovery and climate change - Everyone will be engaged and will universally benefit from the Council's Nature Recovery and Climate Change objective.</p> <p>Transformation & Financial Resilience - Ensuring our services, events, facilities and assets are inclusive and welcome everyone.</p>	
<p>Pregnancy & Maternity</p> <p>Page 99</p>	<p>Safeguarding People from Harm -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>Improving Education & Skills - 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>Transforming our Economy & Infrastructure - Committing to improve public toilets, investment in parks and play areas.</p> <p>Tackling Poverty & Enabling Communities - 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>Delivering on nature recovery and climate change - Delivering on nature recovery and climate change will improve air quality and green spaces which is beneficial in pregnancy and early years.</p> <p>Transformation & Financial Resilience - 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>	<p>Positive / needs further investigation.</p>
<p>Welsh Language</p>	<p>Safeguarding People from Harm - 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: https://staffnet.swansea.gov.uk/welshstandards 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>Improving Education & Skills - The Education Directorate has developed a ten-year strategy to increase the number</p>	<p>Positive</p>

	Potential Impacts	Positive / Negative/Neutral Impact/Needs further investigation
Page 100	<p>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>Transforming our Economy & Infrastructure - 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> <p>Tackling Poverty & Enabling Communities - 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>Delivering on nature recovery and climate change - Communications are bilingual and both English and Welsh language communities across Swansea will need to be engaged to deliver on this objective.</p> <p>Transformation & Financial Resilience - 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>	

<p>Socio Economic Considerations</p>	<p>Safeguarding People from Harm - 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>Improving Education & Skills - 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>Transforming our Economy & Infrastructure - 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>Tackling Poverty & Enabling Communities - 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>Delivering on nature recovery and climate change - 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>Transformation & Financial Resilience - 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>	<p>Positive</p>
<p>Human Rights</p>	<p>Safeguarding People from Harm - In December 2022, Swansea was declared as Wales's first Human Rights City,</p>	<p>Positive</p>

	<p>reflecting our ambition, and vision of a vibrant, diverse, fair, and safe communities built on the foundations of universal human rights A Human Rights City - Swansea 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>Improving Education & Skills - 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>Transforming our Economy & Infrastructure - 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>Tackling Poverty & Enabling Communities - 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>Delivering on nature recovery and climate change - 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>Transformation & Financial Resilience - 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>	
Intersectionality	<p>Safeguarding People from Harm - The Welsh Government has issued clear guidance for managing safeguarding concerns 43871 Working together to safeguard people: national action plan on preventing and responding to child sexual abuse (gov.wales) 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. Safeguarding Wales 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>Improving Education & Skills - 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>Transforming our Economy & Infrastructure - Regeneration activities help to deconstruct embedded prejudices which cut across and reinforce past implicit discriminations.</p> <p>Tackling Poverty & Enabling Communities - 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>Delivering on nature recovery and climate change - 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>Transformation & Financial Resilience - 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>Community Cohesion</p>	<p>Safeguarding People from Harm - 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>Improving Education & Skills - 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 & 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>Transforming our Economy & Infrastructure - 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 community cohesion. The diversity of our cultural offer, provides the opportunity for people to learn and celebrate a wide</p>	<p>Positive</p>

	<p>range of cultures.</p> <p>Tackling Poverty & Enabling Communities - 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>Delivering on nature recovery and climate change - The impacts on vulnerable communities will be reduced as a result of this objective and steps.</p> <p>Transformation & Financial Resilience - 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.

Positive

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 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.

<p>Human Rights Act 1998</p> <ul style="list-style-type: none"> • Article 2 Right to life • Article 3 Freedom from torture and inhuman or degrading treatment • Article 4 Freedom from Slavery and forced labour • Article 5 Right to liberty and security • Article 6 Right to a fair trial • Article 7 No punishment without law • Article 8 Respect for private life, family, home and correspondence • Article 9 Freedom of thought, belief and religion 	<ul style="list-style-type: none"> • Article 10 Freedom of expression • Article 11 Freedom of Assembly and association • Article 12 Right to marry and start a family • Article 13 Right to access effective remedy if rights are violated • Article 14 Protection from discrimination • Protocol 1, Article 1: Right to a peaceful enjoyment of your property • Protocol 1, Article 2: Right to education • Protocol 1, Article 3: Right to participate in free elections • Protocol 13, Article 1: Abolition of the death penalty
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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 2022-26 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 2022-26.

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

Safeguarding People from Harm - 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”.

Improving Education & Skills - Wider equalities work is being undertaken to develop an overall Equalities plan for schools. The new curriculum will support mutual respect, tolerance and citizenship.

Transforming our Economy & Infrastructure - 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.

Tackling Poverty & Enabling Communities - 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.

Delivering on nature recovery and climate change - 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.

Transformation & Financial Resilience - 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 designed to foster good relations between different groups, eliminate discrimination, harassment and victimisation and advance equality of opportunity.

Elimination of discrimination, harassment and victimisation

Safeguarding People from Harm - 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.

Improving Education & Skills - 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.

Transforming our Economy & Infrastructure - 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.

Tackling Poverty & Enabling Communities - 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.

Delivering on nature recovery and climate change - 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.

Transformation & Financial Resilience - 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 designed to foster good relations between different groups, eliminate discrimination, harassment and victimisation and advance equality of opportunity.

Advance equality of opportunity between different groups

Safeguarding People from Harm - 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.

Improving Education & Skills - 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.

Transforming our Economy & Infrastructure - Employability support will help different groups to access economic opportunities.

Tackling Poverty & Enabling Communities - 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.

Delivering on nature recovery and climate change - Improvements to the natural environment and action on climate change aims to bring communities together and increase the cohesiveness of communities.

Transformation & Financial Resilience - 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 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.

b) Communities of interest

Safeguarding People from Harm - 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 present 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.

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.

Tackling Poverty & Enabling Communities - 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.

Transforming our Economy & Infrastructure - Barriers to employment have been identified and will be addressed through employability support & creation of job opportunities as well as integrated transport improvements. A cultural network will connect those with cultural communities of interest.

Delivering on nature recovery and climate change - 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.

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

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 not treated less favourably than the English language</p>	<p>Safeguarding People from Harm - 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 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>Improving Education & Skills - 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>Transforming our Economy & Infrastructure - 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>Tackling Poverty & Enabling Communities - 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>Delivering on nature recovery and climate change - 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>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.</p>
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<p>b) That every opportunity is taken to promote the Welsh language</p>	<p>Safeguarding People from Harm - 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>Improving Education & Skills - Welsh heritage and linguistic identity is a strong feature of curriculum reform.</p> <p>Transforming our Economy & Infrastructure - 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>Tackling Poverty & Enabling Communities - 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>Delivering on nature recovery and climate change - 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>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.</p>
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<p>c) Increase opportunities to use and learn the language in the community</p>	<p>Safeguarding People from Harm - 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>Improving Education & Skills - Support for the use of Welsh outside the classroom will be an integral part of strategic planning.</p> <p>Transforming our Economy & Infrastructure - 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>Tackling Poverty & Enabling Communities - 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>Delivering on nature recovery and climate change - Information provision, training and events encourage Welsh language medium participation. Welsh is spoken and encouraged by volunteers.</p> <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.</p>
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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
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Long term - The importance of balancing short-term needs while safeguarding the ability to also meet long-term needs

The Welsh Government has published 'A Healthier Wales': [A Healthier Wales \(gov.wales\)](https://gov.wales) 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.

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 21st Century Schools and Sustainable Communities for Learning Programmes by Welsh Government provides opportunities to improve and create learning environments fit for the future.

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 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.

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.

Long term - The importance of balancing short-term needs while safeguarding the ability to also meet long-term needs

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.

Prevention - Acting to prevent problems occurring or getting worse

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.

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.

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 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.

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.

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.

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. 57

Integration -Considering impacts upon each of the well-being goals, well-being objectives, local well-being objectives, or on the objectives of other public bodies

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.

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.

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 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.

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.

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.

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.

Collaboration - Acting together with other services or external organisation towards our well-being objectives

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.

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 & Skills to discuss the development of key strategies and obtain the feedback of Members to strengthen planning.

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.

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>Collaboration - 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 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>
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Involvement - Involving people with an interest in achieving the well-being goals (everybody), and ensuring that those people reflect the diversity of the area served

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:

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. <https://twitter.com/swanseaacopros>

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.

<https://swanseapcf.org/>

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.

[storiesfromlac](#)

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.

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.

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>Involvement - 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>
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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 Corporate Plan Well-being Objectives will have a positive effect on all other Council objectives and underpins how all services across the organisation work. There is synergy between the Objectives and the steps within the different objectives. 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 proposals within the Well-being Objectives will have a positive effect due to the integrated nature of the steps.

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

PLEASE OVERWRITE OR DELETE GUIDANCE/SUGGESTIONS IN RED

Well-being Goal (click to view definition)	Primary Goals - tick if key	Any significant positive and/or negative impacts/contributions considered/mitigated
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[A Prosperous Wales:](#) 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



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.

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

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.

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

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><u>A Prosperous Wales:</u> 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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[A Resilient Wales](#): 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).



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.

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.

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 resilience to future technology change through emphasis on responding to and harnessing digitalisation.

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.

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.

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>A Healthier Wales 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>	<input checked="" type="checkbox"/>	<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 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>
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[A More Equal Wales](#)

A society that enables people to fulfil their potential no matter what their background or circumstances.



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.

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.

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 & 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.

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.

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.

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>A Wales of Cohesive Communities Attractive, viable, safe and well-connected communities.</p>	<input checked="" type="checkbox"/>	<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 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>
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[A Wales of Vibrant Culture & Thriving Welsh Language](#)

A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, sports and recreation.



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.

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.

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.

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 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

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.

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>A Globally Responsible Wales</p> <p>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>	<input checked="" type="checkbox"/>	<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> <p>The focus on ethical procurement and low carbon emissions will have a positive impact on global well-being.</p>
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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?

(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/have made.

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.)

Overall, the IIA demonstrates that the Corporate Plan will have a positive impact on people and communities. 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 Plan will have a positive impact on people and communities and no concerns were identified. Progress will be assessed and reported through quarterly performance monitoring and the Annual Review of Performance.

Actions (add to action plan):

Work with leads to review the Corporate Plan and Council's Well-being Objectives and the steps to deliver them will take place each year, taking into account the latest evidence. The projects and plans underneath these steps are also individually assessed at an operational level

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
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.

Action Plan: Please outline below any actions identified throughout the assessment or any additional data collection that will help you monitor your initiative once it is implemented:

Action (see below fully SMART action)	Dates	Timeframe	Lead responsibility	Progress	Add to Service Plan
Finalise the draft Corporate Plan and IIA following the end of the public consultation.	24 th Feb to 10 th March 2023	2022/23.	Richard Rowlands	Complete	N/a
Work with leads to review the Corporate Plan and Council's Well-being Objectives and the steps to deliver them each year, taking into account the latest evidence.	2023/24.	Annually	Richard Rowlands		N/a
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Please remember to be 'SMART' when completing your action plan (Specific, Measurable, Attainable, Relevant, Timely)

Agenda Item 7



Report of the Cabinet Member for Corporate Services & Performance

Cabinet - 23 March 2023

Quarter 3 2022/23 Performance Monitoring Report

Purpose:	To report corporate performance for quarter 3 2022/23.
Policy Framework:	<i>Delivering a Successful & Sustainable Swansea Corporate Plan 2022/23</i> <i>Achieving Better Together Programme.</i>
Consultation:	Access to Services, Finance, Legal.
Recommendation(s):	It is recommended that Cabinet: 1) Notes 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; 2) Endorses the use of this information to inform executive decisions on resource allocation and, where relevant, corrective actions to manage and improve performance and efficiency in delivering national and local priorities.
Report Author:	Richard Rowlands
Finance Officer:	Paul Roach
Legal Officer:	Debbie Smith
Access to Services Officer:	Rhian Millar

1.0 Introduction

- 1.1 This report presents an update on the Council's response to the pandemic and its quarter 3 performance in respect of delivering the Council's Well-being Objectives (priorities) set out in the Corporate Plan 2022/23 *Delivering a Successful & Sustainable Swansea*:
- Safeguarding people from harm.
 - Improving Education & Skills.
 - Transforming our Economy & Infrastructure.

- Tackling Poverty.
- Delivering on Nature Recovery and Climate Change.
- Transformation & Future Council development.

2.0 Council Performance: Corporate Plan Delivery Performance 2022/23 Quarter 3

- 2.1 In 2021 managing the pandemic was the single most important priority for the Council. Resources were diverted to focus on protecting individuals, communities, and businesses from its ongoing effects. As such, in September 2021 Cabinet recognised that delivery of many aspects of the Corporate Plan would be delayed and agreed that it would not be appropriate to set targets for Corporate Plan performance in 2021/22.
- 2.2 Annual targets have now been developed across the indicators for 2022/23. In the meantime, quarter 3 performance is presented at Appendix A giving the actual performance as well as the performance trajectory comparing current performance to previous years. A narrative is also provided highlighting the key achievements, issues and actions over the last quarter.
- 2.3 Despite the ongoing impacts from the pandemic, in quarter 3 nineteen indicators show an improving or maintaining performance trend when compared to the same period last year. These include among others:
- improvements in the timely recording of statutory visits to children on the Child Protection Register, when compared with the same time period last year, despite continued staffing challenges due to the on-going social work recruitment crisis;
 - reduction in the number of children and young people supported by Child and Family Services social work teams, compared with the same period last year, which continues to evidence the positive impact of our early help model - with more children, young people and their families receiving the right level of support, at the right time;
 - an improvement in pupil attendance at school, although attendance still remains lower compared to pre-pandemic levels, which is also reflected nationally. A new Inclusion Strategy to 2027 is in development, with contribution from key stakeholders including the Education & Skills Corporate Delivery Committee. This strategy includes a priority area for promoting attendance, with specific workstreams aiming for services to work together to support improving attendance levels.
 - more apprenticeships or trainees starting in the Council in Q3 compared to the same periods in both 2020/21 and 2021/22;
 - a 12% increase in the number of projects with social benefit clauses and Beyond Bricks & Mortar in their contracts when compared to Q3 in 2021/22;
 - a 75% improvement in the average turnaround time for Land Charge Searches completed in the period;

- a 71% increase in the amount of welfare benefits raised through securing rights and entitlements by the Welfare Rights Team;
- a 219% increase in the number of people gaining employment through Employability Support as a result of the development of the employment hub employer days and direct job offers and interviews there and then;
- a 416% increase in the numbers of accredited qualifications being achieved by adults with Council support, offering more Swansea Working training spaces than ever and reacting to the need to reskill or upskill to match the local labour market requirements;
- improving staff sickness levels, despite a predicted increase in short term absence due to colds/influenza as we emerge from the pandemic, and;
- an increase in the number of online payments received via City and County of Swansea websites and the number of forms completed online for fully automated processes.

2.4 Of the other 8 comparable indicators:

- One shows declining performance, which is within 5% of the previous comparable result, which is the percentage of all planning applications determined within 8 weeks; there was a slight drop within 5% of the result in the same period in 2021/22 due to a vacant team leaders post.
- Seven show declining performance trends when compared to Q3 in 2021/22. For example:
 - The number of Children / Young People supported by the Early Help Hubs has increased, partly due to recent changes to the way this information is recorded on the IT system, along with the higher number of referrals that are being received for early help support. There has and continues to be a steady increase in requests for earlier help with a likely increase in those supported over the coming months as new staff step into post, increasing capacity in the service.
 - The number of children on the child protection register has increased in the last quarter. Although there has been an increase, the threshold and decision making are regularly reviewed as a multi-agency, as part of weekly meetings. We will continue to monitor this to keep track of changes in the children registered.
 - Housing and Council Tax benefit processing times continue to be impacted by the need to administer grants for Welsh Government (and in the near future UK Government), also more recently by the loss of staff to other services. Replacement staff will start their training in the coming weeks but it will be some time before their productivity is at the level of the staff who have left the section.

2.5 Finally, there are six new performance indicators for quarter 3 2022/23 mainly the result of a new national social services performance framework introduced by Welsh Government. There is no previous years' data for these indicators, so 2022/23 will be the baseline year.

3.0 Policy Commitments

- 3.1 At the Council meeting on 7th July 2022, a report to establish a number of Policy Commitments of Swansea Council was adopted (Policy Commitments Statement 2022-27).
- 3.2 A subsequent report to Council on 1st December 2022 reported on what the Council had achieved by the end of the first 100 days, outlining some of the key actions that have been taken.
- 3.3 Good progress continues to be made meeting the Policy Commitments. The following represents an update on the Policy Commitments that had been completed as at Q3:
- Cabinet approved a new vision and strategic goals for transformation on 17 November 2022. A detailed transformation plan is being developed aligned to the emerging Corporate Plan and MTFs and will be presented to Cabinet for approval;
 - Cabinet approved a report on the Post Pandemic Working Model on 20th October 2022 and service models aligned to the agreed principle were being formalised.
 - Local Area co-ordinators were established across all areas of Swansea with ongoing development of opportunities and links to local and regional prevention and community co-ordination work streams.
 - Cabinet approval was given to community budget rules.
 - The Welsh Quality Housing Standard (WQHS) 1 was completed and planning WQHS 2 began.
 - Announced the signing of Strategic Partnership Agreement with Urban Splash and commenced work on initial schemes.
 - Reported the budget outturn position to Cabinet and where possible provided more resources for reinvestment.
 - Committed funds to the Economic Recovery Fund (ERF) to aid economic recovery and part fund many of the items in the policy commitments statement.
 - Prepared for the Queens Jubilee with provided support for community events with 70+ street party road closures supported.
 - Prepared for first half Iron man event delivered in August 2022.
 - Programmed and supported 5 concerts for Singleton Park during June to August 22.
 - Continued to deliver the biggest ever events programme with a number of rolled forward events from 2020 and 21 plus restarting, including the Airshow was a success; summer of sport marketing and events underway; live music and community events underway.
 - Completed the 'free bus ride' scheme for 2022 school summer holidays.
 - Installed 15 Electric Vehicle charge points in Council car parks.
 - Established the CJC, put all governance arrangements in place and now meeting regularly.

4.0 Performance Indicators

4.1 Performance indicators are assessed each year to ensure that they remain appropriate, although the COVID-19 pandemic and lockdown disrupted this process in 2020/21 and 2021/22. The current indicators and how the Council can better measure progress towards its objectives were reviewed prior to quarter 2 reporting. A fuller review will take place during the development of a new Corporate Plan to cover the period 2023/27.

5.0 Integrated Assessment Implications

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

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

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

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

5.4 This report is on performance during Q3 2022/23 in delivering the Council's key priorities as set out in the Corporate Plan, so there is no direct impact on people or communities.

6.0 Financial Implications

6.1 In the current and anticipated financial environment further discussion and consideration will be required around priorities and target setting for performance improvement as part of *Achieving Better Together*.

7.0 Legal Implications

7.1 There are no legal implications associated with this report.

Background Papers: None.

Appendices:

Appendix A Q3 2022/23 Performance Monitoring Report

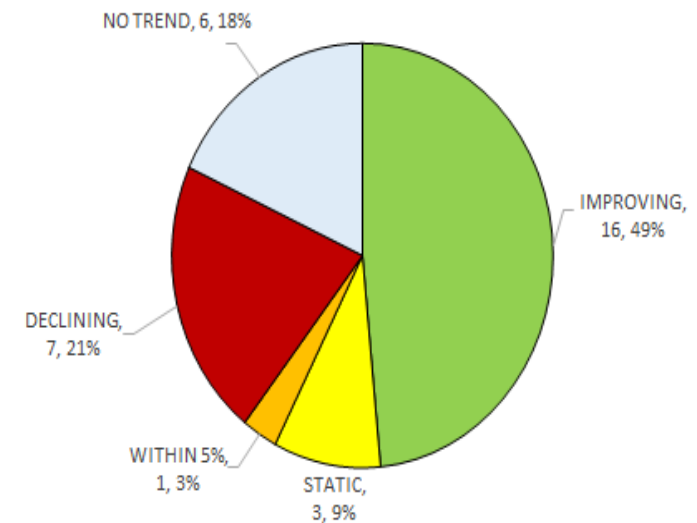
Appendix B IIA

Corporate Performance Management Report Q3 2022/2023

Performance compared to same Period of previous year

2022/2023 Quarter 3

Overall Council position



Performance compared to the same period of the previous year:

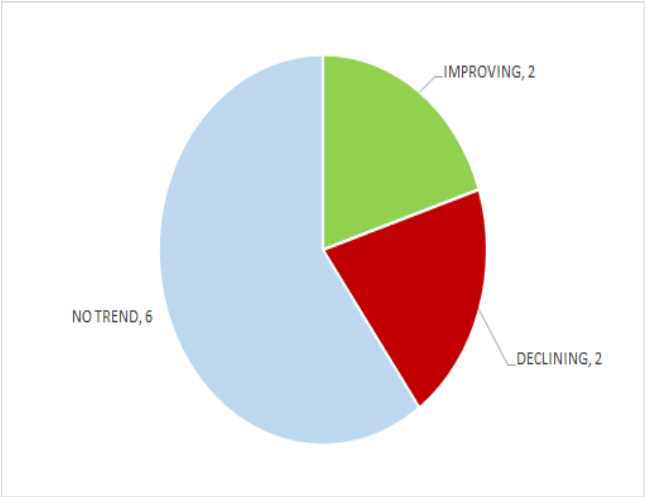
- IMPROVING** Better performance
- STATIC** Same performance
- DECLINING** Worse performance
- NO TREND** New indicator - No historical comparison

Mitigating actions to address workforce challenges in statutory children services are currently proving effective in ensuring that we continue to deliver a safe and effective children service. Our expanded and improved early help offer is reaching more children across the whole spectrum from early years right through to youth services for adolescents at risk of exploitation. Demand for that expanded offer continues to grow as the anticipated consequences of covid lockdowns on families and young people become more and more evident. The children requiring statutory intervention are presenting with more complex needs and the degree of family support required is higher than pre covid and therefore it is encouraging that we continue to support more children to remain safely living with their families. However we anticipate further increased demand and greater demands on our children services and continued challenges to ensure workforce capacity and resilience.

Capacity to meet the care and support needs of adults remains significantly challenged as we continue to try and recover the health and care system post covid. Increased demand for care at home far outstrips depleted capacity linked to significant gaps in workforce across all community health and care services. This compounds the pressures on unpaid carers and therefore its important that we maintain the improvement in the promotion and take up of carers assessments. Likewise our emphasis on improving and expanding our enabling and reabling models of service is helping us to reduce dependence on long term care. We have necessarily had to prioritise increasing intermediate care bed capacity in response to demand for health care services outstripping capacity in the health service. This necessary emergency response to current pressures is delaying our ability to implement our intended optimal model for adult services. We anticipate that we should be able to make greater progress on longer term redesign of our services as the post covid recovery of health and care services begins to take effect in the coming year. In the meantime we continue to prioritise the most critical and emergency needs of our population.

Performance compared to same Period of previous year

2022/2023 Quarter 3



Performance Indicator	KEY	2020/2021 Quarter 3	2021/2022 Quarter 3	2022/2023 Quarter 3	Comment-2022/2023
AD011e ↑ The percentage of residential reablement stays completed during the year where the need for support was mitigated or reduced NO GRAPH DISPLAYED First year of reporting	RAG				
	Result			76.27%	
	Target				
	Trend			No Data	
	Num			45	
	Den			59	
AD011f ↑ The percentage of community reablement packages of care completed during the year where the need for support was mitigated or reduced NO GRAPH DISPLAYED First year of reporting	RAG				
	Result			43.75%	
	Target				
	Trend			No Data	
	Num			49	
	Den			112	

Performance Indicator	KEY	2020/2021 Quarter 3	2021/2022 Quarter 3	2022/2023 Quarter 3	Comment-2022/2023
AD024i ↑ The percentage of enquiries completed within 7 working days from the receipt of the reported alleged abuse. NO GRAPH DISPLAYED First year of reporting	RAG				
	Result			85.00%	
	Target				
	Trend			No Data	
	Num			119	
	Den			140	
S13b ↑ The percentage of identified carers who have been offered an assessment at the point of assessment of the 'cared for' NO GRAPH DISPLAYED First year of reporting	RAG				
	Result			90.91%	
	Target				
	Trend			No Data	
	Num			450	
	Den			495	

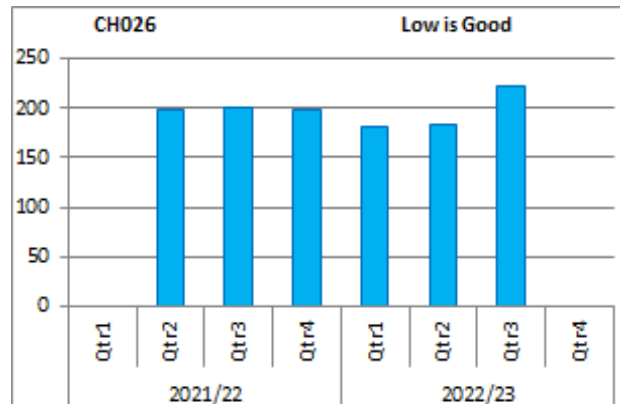
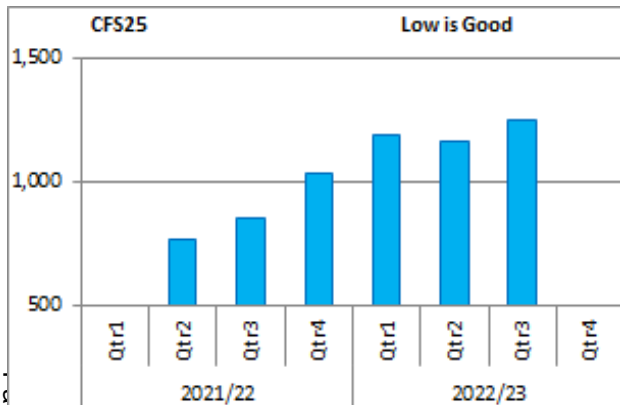
Performance Indicator	KEY	2020/2021 Quarter 3	2021/2022 Quarter 3	2022/2023 Quarter 3	Comment-2022/2023
CFS14a ↑ The percentage of contacts received by statutory children's social services during the period where a decision was made by the end of the next working day NO GRAPH DISPLAYED First year of reporting	RAG				There have been challenges in report development to be able to provide this data. The report is now ready however in the validation stage. Data should be available for the next quarter.
	Result				
	Target				
	Trend				
	Num				
	Den				
CFS18a ↓ The rate of looked after children (LAC) per 10,000 of the 0-17 Swansea population at end of the period (excluding asylum seekers) NO GRAPH DISPLAYED First year of reporting	RAG				The data here represents the looked after children who are aged under 18 years. Overall, the number of children who are looked after by Swansea Council has been decreasing over the last year. This is in line with our strategy to support children and young people to remain living at home with their family or wider family network, where it is safe to do so.
	Result			102.52	
	Target				
	Trend			No Data	
	Num			469	
	Den			45746	

Safeguarding 17-22

Performance Indicator	KEY	2020/2021 Quarter 3	2021/2022 Quarter 3	2022/2023 Quarter 3	Comment-2022/2023
<p>CFS19a ↑</p> <p>The percentage of visits to children on the Child Protection Register (CPR) which were not overdue.</p>	RAG				<p>Despite continued staffing challenges due to the on-going social work recruitment crisis, we have ensured children who are at most risk are seen and continue to receive support.</p>
Result	95.59%	85.92%	91.38%	+6.4%	
Target					
Trend	IMPROVING	DECLINING	IMPROVING		
Num	260	183	212	+16%	
Den	272	213	232	+8.9%	
<p>CFS24 ↓</p> <p>The number of Children / Young People Supported by Child and Family Services at the end of the period</p>	RAG				<p>The reduction in the number of children and young people supported by Child and Family Services social work teams, compared with the same period last year, continues to evidence the positive impact of our early help model - with more children, young people and their families receiving the right level of support, at the right time. Feedback from the teams however suggests that those families that are supported in the service now have more complex needs.</p>
Result	1367	1291	1192	-7.7%	
Target					
Trend	IMPROVING	IMPROVING	IMPROVING		
Num	1367	1291	1192	-7.7%	
Den					

Safeguarding 17-22

Performance Indicator	KEY	2020/2021 Quarter 3	2021/2022 Quarter 3	2022/2023 Quarter 3	Comment-2022/2023
CFS25 ↓ The number of Children / Young People supported by the Early Help Hubs at the end of the period	RAG				Recent changes to the way this information is recorded on the IT system has contributed in part to the increase, along with the higher number of referrals that are being received for early help support. This may be a new 'norm' as the new system is enabling us to record differently. There has and continues to be a steady increase in requests for earlier help with a likely increase in those supported over the coming months as new staff step into post increasing capacity in the service.
	Result		850	1252 +47%	
	Target				
	Trend		No Data	DECLINING	
	Num		850	1252 +47%	
	Den				
CH026 ↓ The number of children on the Local Authority's Child Protection Register (CPR) at end of the period.	RAG				The number of children on the child protection register has increased in the last quarter. Although there has been an increase, the threshold and decision making are regularly reviewed as a multi agency, as part of weekly meetings. We will continue to monitor this to keep track of changes in the children registered.
	Result		200	222 +11%	
	Target				
	Trend		No Data	DECLINING	
	Num		200	222 +11%	
	Den				



Attendance in Swansea remains low in comparison to pre-pandemic times. Attendance is starting to improve slowly. Swansea's overall school attendance for 5 to 16 year olds at 89.4% is the 6th best of the 22 local authorities and 0.5 percentage points above the all Wales (88.9%) figure during most of the third quarter reporting period, that coincides with the autumn academic term 2022.

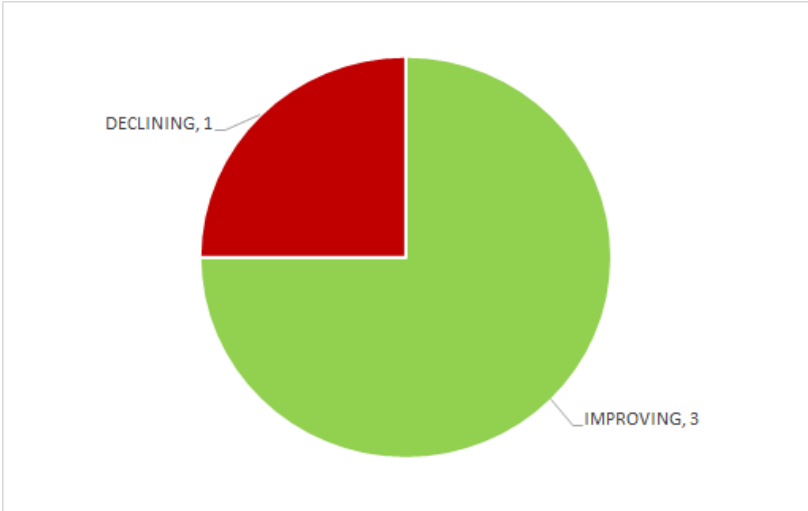
During the third quarter reporting period there is a slight improvement in the overall school attendance level in comparison to the same reporting period a year ago. The negative effect on school attendance remains significant during another school term where Covid, colds and flu have been prevalent. In addition, the final months of the calendar year saw an upsurge in other viruses causing pupils to stay at home, on the advice of Public Health Wales.

Schools in challenging contexts still appear to have lower attendance compared to schools in less deprived areas of Swansea. Around ten primary schools' attendance levels remain below 88% during this reporting period. A third of all primary schools had attendance below 90%. Nearly all secondary schools had attendance below 90% during the reporting period with three of them dipping below 86%. Attendance at the pupil referral unit (PRU) fell below 60% in the third quarter reporting period. Each school and the PRU in Swansea has been asked to share key messages with parents on the importance of attendance. Schools' data on attendance has been shared with headteachers so that they can compare and a new flow chart of key steps to support and improve attendance has been developed while a new attendance policy is being finalised. The numbers of learners being permanently excluded has fallen in comparison to the same reporting period, last year. However, the number of fixed term exclusions is rising. A fresh strategy to improve pupil inclusion will be underpinned by a new attendance policy that is currently being considered at the Education and Skills Corporate Development Committee (CDC). Close monitoring of secondary schools' plans to support learners at risk of disaffection indicates dedicated support to prevent exclusion rates being even higher.

Authority wide attainment measures at foundation phase, key stage 2 and key stage 3 are no longer collected by Welsh Government. In key stage 4 and A Level year groups the return to externally verified examinations saw above national average performance in Swansea. However, Welsh Government no longer collect aggregated local authority data to make comparisons with other local authorities.

Performance compared to same Period of previous year

2022/2023 Quarter 3



Education & Skills 17-22

Performance Indicator	KEY	2020/2021 Quarter 3	2021/2022 Quarter 3	2022/2023 Quarter 3	Comment-2022/2023
BBMA4 <p>The number of apprenticeships or trainee starts in the Council</p>	RAG				Exceeding quarterly target, no new apprentices reported.
	Result	18	30	60	+100%
	Target				
	Trend	IMPROVING	IMPROVING	IMPROVING	
	Num	18	30	60	+100%
	Den				
EDU016a <p>Percentage of pupil attendance in primary schools</p>	RAG				Attendance remains low compared to pre-pandemic levels, which is also reflected nationally. A new Inclusion Strategy to 2027 is in development, with contribution from key stakeholders including the Education & Skills Corporate Delivery Committee. This strategy includes a priority area for promoting attendance, with specific workstreams aiming for services to work together to support improving attendance levels.
	Result	No data	90.09%	90.59%	+0.5%
	Target				
	Trend		No Data	IMPROVING	
	Num		1930647	2021841	+4.7%
	Den		2142962	2231861	+4.1%

Education & Skills 17-22

Performance Indicator	KEY	2020/2021 Quarter 3	2021/2022 Quarter 3	2022/2023 Quarter 3	Comment-2022/2023
EDU016b Percentage of pupil attendance in secondary schools	RAG				Attendance remains low compared to pre-pandemic levels, which is also reflected nationally. A new Inclusion Strategy to 2027 is in development, with contribution from key stakeholders including the Education & Skills Corporate Delivery Committee. This strategy includes a priority area for promoting attendance, with specific workstreams aiming for services to work together to support improving attendance levels.
	Result	No data	86.06%	88.21% +2.5%	
	Target				
	Trend		No Data	IMPROVING	
	Num		1502496	1647920 +9.7%	
	Den		1745888	1868124 +7.0%	
POV07 The number of training and employment person weeks created by BBM for unemployed and economically inactive.	RAG				Exceeded quarterly targets, however due to Copr Bae project near completion TRT (Targeted Recruitment and Training) outputs are reflected accordingly.
	Result	2958	6002	3225 -46%	
	Target				
	Trend	IMPROVING	IMPROVING	DECLINING	
	Num	2958	6002	3225 -46%	
	Den				

The reporting against the wider suite of performance indicators for this priority shows that a large number of performance indicators are on target. Where indicators are showing downward trends when compared against results for last year, or against the last monitoring period, explanatory comments have been provided based on the specific circumstances prevailing. As reported previously, the recent effects of cost price inflation on the construction sector continues to have an impact on our regeneration programme delivery. Skilled and unskilled labour shortages, together with supply issues for some construction materials, also continue to affect programme and construction costs.

In Quarter 3 a comprehensive gateway review was undertaken by Welsh Government on the Digital Arena and 71-72 Kingsway City Deal Projects. The review found that the regeneration strategy is built upon the objectives of providing high quality, innovative and sustainable developments to create a digital community and maximising the natural resources of the Bay. It also found that in delivering the Arena and commencing 71/72 Kingsway, the Council had provided tangible evidence of its ability to deliver.

The delivery of actions within the Swansea Economic Recovery Action is ongoing and has made good progress in Q3. The action plan, that was prepared in partnership with key stakeholders, and that is supported by deployment of the Council's economic recovery fund, includes a range of initiatives to stimulate economic activity and resilience within Swansea's local economy. The action plan, together with the Regional Economic Delivery Plan, has helped shape the content for the Shared Prosperity Fund (SPF) Investment Strategy. The SPF Investment Strategy has now been approved by UK Government and preparations are advanced to commence implementation in Q1 2023. A decision is now awaited for the four Round 2 Levelling Up funding bids that were submitted in the Autumn.

The long term strategic regeneration partnership with Urban Splash continues to make good progress. Stage 1 design work has advanced on the initial schemes, which include Copr Bay Phase 2, the Civic Centre site and St Thomas site. Work has also continued towards securing a major new tenant for the Debenhams unit in the Quadrant Shopping Centre, with building survey work undertaken to establish building condition and budget estimates for future works. Productive discussions continue, with a focus on securing the use of this unit for the future.

Progress also continues on the new Castle Square Gardens project. A planning application was submitted in July 2022. A road safety audit has been completed and work continues on the procurement and construction aspects of the project which plans for a new Water fountain/jets, the addition of green space and a range of new cafes and restaurants overlooking the square. Construction tenders will be invited in Q4.

As previously reported, the new Public Sector Hub Central project at the former BHS building has had planning permission approved and RIBA stage 3 is complete. A contractor has also been successfully appointed and a new project cost plan which takes into account programme revisions and survey findings has been prepared. At the Kingsway Employment Hub building, works continue to construct a major new high-tech office development, totalling 114,000 square feet of commercial floor space, providing flexible co-working and office opportunities for innovative tech, digital and creative businesses. A lettings strategy is now informing the preparation of marketing materials and branding.

We are also nearing completion at the Hafod Copperworks Powerhouse project which will see the building handed over to Penderyn for fit out in Quarter 4. The distillery will be operational by summer 2023. Refurbishment works also continue at the historic and derelict Palace Theatre, which was acquired by the Council both saving a part of Swansea's heritage and acting as a regeneration catalyst for the Upper High Street. The innovative digital workspace will offer a home for growing businesses in the tech, digital and creative sectors. 1544m² of floor space will be refurbished to create a quality office space that offers the prospect of providing accommodation for multiple SMEs. Work has also continued with Skyline Enterprises who aim to create a gondola attraction with luge tracks, zip lines and visitor facilities on Kilvey Hill. Land assembly discussions to facilitate the scheme are now well advanced and technical survey work is underway. The company will be carrying out pre-application consultation work in Spring 2023.

The Welsh Housing Quality Standard (WHQS) is a long term programme to improve the condition, thermal performance, security and affordability of social housing owned by the Council in Swansea. On completion of the original WHQS on 31st December 2021, the Council had invested more than £546m over 18 years to make its housing stock compliant with the Standard.

From the beginning of this current financial year 2022/23, WHQS passed from a compliance target stage to a maintenance phase. The capital investment for this year's programme is £37.4m out of a total HRA Capital Programme of £48.6m, which includes £11.2m for the More Homes new build programme.

The WHQS outturn expenditure at the end of quarter 3 is £18.3m which is around 70% of budget allocation while More Homes is £7.8m which represents 73% of the budget. Programme delivery is proving to be challenging as a consequence of inability to recruit key technical staff to design and procure projects, together with lack of contractor capacity and shortages of core materials delaying the overall programme. Officers are carefully managing and monitoring programme progress.

Welsh Government has consulted with social housing providers in Wales about a new standard they intend to introduce on 1st April 2023. The new Standard, WHQS2023, will build on the achievements of the earlier standard with a major policy objective of making all social housing in Wales net zero carbon by the mid 2030's. Large scale investment programmes will be required to meet the future statutory duties that will also increase fire and safety standards and environmental improvements and water saving measures.

The Council's More Homes Programme, focussed on providing new build Council housing, is looking to a 10 year delivery ambition of 1000 new affordable homes. Following the completion 60 homes in 2021/22 work has now completed on 25 homes on Hill View Crescent in Clase. This scheme was awarded £1.5m of Innovative Housing Programme (IHP) funding to fund the renewable technologies to continue the Homes as Power Stations theme. Work is underway at West Cross to develop a scheme of 6 bungalows, which was also awarded IHP and built to HAPS standard. These are due to be completed in February 2023.

The Council has successfully bid for Welsh Government Transitional Accommodation Capital Programme (TACP) funding for works to 36 void properties, increasing the overall number of properties being prepared for letting over the next 6 months, this approach would also lead to normal voids being turned around more quickly; as the in-house team would not be undertaking major capital work. The bid also included a request to fund the remodelling and conversion of 2 ex-District Housing Offices. The former Penlan DHO will be converted into 6 x 2 bedroom flats, with 2 ground floor flats which will be accessible. The former Eastside DHO will be converted into 4 x 1 bed flats, and again the 2 ground floor flats will be accessible. Design work has been completed and work will commence in February 2023. TACP funding has also been secured for the purchase of 15 ex-council properties on the open market for completion by March 2023 to supplement the Council's acquisition programme, which has already brought 34 properties back into the social housing stock during 22/23, with over 100 acquired since the programme commenced in 2018.

Work is ongoing to convert a former social services property in Gorseinon into 2 x 3 bedroom homes, and will be completed in February 2023. The former Education site at Brondeg House has also been acquired to develop for affordable housing, and the existing building has now been demolished to make way for approximately 14 units of new affordable housing. Site surveys to inform the detailed design work is underway and a planning application is targeted for submission by August 2023, which would lead to an approximate start date of 2024 for the construction work.

The demolition of the former Clase DHO has now been completed, as part of the Creswell Road development of 9 new homes, and planning is due to be submitted in January 2023. Detailed design is also underway for Heol Dynys, which will accommodate 20 homes, with a planning application expected to be submitted during 2023. A masterplan is being developed with a multi-disciplinary team for 4 x sites in Bonymaen, with a planning application expected to be submitted in May 2023. A public consultation event has been held with residents to provide them with an opportunity to give their views on the proposals and influence the final design.

The Council is also progressing the procurement of a development partner to deliver mixed tenure housing on 2 Council owned sites in Penderry, whilst

maximising the delivery of affordable housing to meet local need. The Council has also procured a multi-disciplinary team to deliver a masterplan for the enhanced refurbishment of a large Housing owned site in Penlan, which also contains an element of new build. Public consultation events have been held with the residents to gauge their views on the proposals. Plans are now being developed to deliver the improvements, starting with the internal improvements to the council owned properties, starting with a programme to deliver kitchen and bathroom replacements.

Concept plans have been completed for a further nine HRA sites in conjunction with planning and placemaking colleagues. Demolition work is due to commence in Gorseinon Business Park (GBP - one of the 9 sites) in January 2023 to make way for development of around 30 new affordable homes. Surveys of GBP and the other sites will be undertaken during 2023/24 to enable prioritisation of the most viable sites in order to produce a development plan, which will provide a pipeline of schemes to enable effective resource allocation and to maintain a flow of development in the coming years.

Destination Marketing & Management

The Marketing strategy has yielded excellent results this quarter as overall page views for visitswanseabay.com (the destination website), at 506,235, are up 20% on 2019 (our last full year of activity unaffected by COVID). This takes the total for the calendar year to 2,180,231 page views. During the quarter the website also brought in £79,935 via ticket sales, taking the 2022 total so far to £200,377, a 375% increase on last year.

The Council's Economic Recovery Fund (ERF) was utilised to support the tourism sector with the offer of a free, 'entry level' marketing partner package. This includes a page on the visitswanseabay.com and has resulted in a total of 204 businesses being supported, equivalent to an increase of 67% in comparison to pre-pandemic numbers. This has added significantly to the choice available for visitors and residents and improved the search engine optimisation, resulting in increased 'organic traffic' where the site shows up more frequently in search engines.

Our marketing strategy continues to be flexible to account for the evolving economic challenges, promoting domestic tourism and resident engagement. Examples include us continuing with the 'Make Swansea Bay your Happy Place' campaign, highlighting the attractions, activities and events for a fun-packed family holiday of day out in Swansea Bay. As a result, social media following increased to over 85k on Facebook and over 19k on Twitter. We also re-released a partner video featuring the Welsh Surfing Federation, showcasing Llangennith and Rhossili Bay which achieved almost 955k impressions, a reach of over 284k, almost 288k views, 2,180 reactions/shares and 10,098 'click throughs' to the website.

October also saw the launch of the second phase of the Nature and Wildlife Campaign, with three new Autumn themed videos, featuring TV presenter lolo Williams, and covering (1) Blackpill and Clyne Valley Country Park, (2) Port Eynon and Parkwood, (3) Cwm Ivy and Whiteford. New web pages were created to host the videos, which were supported by new content and fresh Autumn photography. This work, to promote the 'shoulder season' campaign, resulted in 413k impressions, a reach of over 220k, over 95k views and 3.2k 'click-throughs' to the website.

A dog friendly social media campaign was also launched to coincide with the lifting of the dog ban on beaches. This campaign included a dog friendly video linking through to the updated dog friendly holidays section on www.visitswanseabay.com, and via organic social media activity and CRM, reached over 38k.

Four journalist/blogger visits were hosted, from 'The Express' and 'Star', 'Where Nat Went', 'Mostly Food and Travel' and 'The Simple Explorer'. The visits and editorials generate an Advertising Value Equivalent(AVE) of £10,597 and PR value of £31,701.

The ERF also provided us with the resources to extend the visitor season through added promotional activity, including a Video on Demand Campaign via Sky Ad Smart, which took place between 4th and 30th October. Three new and specifically targeted videos were created, using new video footage commissioned during the summer months, aimed at three key demographic groups; Younger Market, Families and Active Over 50's. The TV adverts targeted these across the UK, including the M4 Corridor, Midlands and the South West. The videos delivered over 690,000 impressions, with an over delivery of 80,000 impressions, worth almost £6k.

The successful Outdoor Media Campaign, mentioned in the quarter 2 report, which saw static and digital adverts at key transport hubs across London including London Paddington and key London Underground stations, and major railway stations, generated over 25m impacts. This campaign over-delivered by over 6m impacts, generating almost £7k of added value.

The Enjoy Swansea Christmas campaign (launched on November 7th) included advertising in a range of magazines, on bridge banners, site boards, bus stops and digital screens in the city centre bus station and multi-storey car parks. This was complemented by online advertising, emails, blogs, social media posts and a branded vehicle, all promoting the festive 'Swansea Christmas - Yours to Enjoy!' message, which directed residents to 'enjoyswanseabay.com' where details of our events, including the Christmas Parade, Waterfront Winterland, Christmas Market, Swansea Grand Theatre's Pantomime and Cultural Venues' activities were highlighted. A competition was also held in this quarter and was promoted through the Enjoy! social media platforms to capture further email addresses. At the end of December, the number of subscribers rose to over 12k. Enjoy! Facebook followers have also continued to rise to 27.5k, 19.2k Twitter followers, and the Enjoy! event page had 20,120 page views, an increase of 11% over the previous quarter.

This generates confidence with external event organisers/partners to purchase Enjoy! Marketing packages, including video and photography and we exceeded our income targets, and sales for partners, who reported back positively as a result. Examples include the BBC National Orchestra of Wales, who stated 'BBC NOW has a solid fanbase in the Swansea area, but we needed to appeal more to younger people and those that might not necessarily engage with an orchestra. With Lisa's help, we have just seen record attendances at a concert and our Fantasia concert in January is also looking healthy.' (the latter achieved the following statement: We had a wonderful Fantasia concert at Brangwyn Hall last night - a audience of 732, multi-generational, multi-cultural and VERY enthusiastic.) This is a significant demonstration of the impact and value of the service, as the BBC had met with us previously to express their concerns at declining audiences, regularly seeing less than 200 ticket sales, meaning they considered it unviable to continue to visit the Brangwyn Hall. The launch of the 2022 Sports Awards also commenced in November and through marketing support, the nominations exceeded the previous event with over 100 entries.

Special Events and Cultural Development

Quarter 3 continued at a pace for the Events Team, with the Mumbles Triathlon in October; a popular middle and sprint distance race, used by many triathletes as a great end of season race. Castle Square was transformed into a spooky fun filled day, with free family entertainment, games and dance performances for the annual Spooks in the City event and the ever popular Waterfront Winterland returned to Museum Park.

This year's Christmas Parade was 'bigger and better' than ever with dancers, bands, choirs, floats, inflatables, light up characters, princesses, superheroes and much more on display. In addition, the team supported 8 Community Christmas Parades in the city's district town centres, throughout November and December. A programme of events and activities for community parks and open space hires complemented the core programme, benefiting from the support of the Council's Economic Recovery Fund, which secured free use. A number of commercial hires were also facilitated including road races and food festivals.

Our diverse reach included our marketing support of Wales' biggest World Cup Fan Park, which our Events team hosted at short notice, at Singleton Park, so that fans could enjoy the 2022 FIFA Men's World Cup immersed in unbeatable atmosphere in a friendly and secure environment. The team also worked with the FAW to present their national art installations of a giant Wales Bucket Hat, at Castle Square (also Cardiff, Bangor, Aberystwyth and Wrexham) as part of their fan engagement strategy. This took place shortly after we concluded the public arts education programme and trail for 'The World Reimagined' which was wrapped up in a large scale installation at St. David's before being transferred, along with all the other cities' trails to Trafalgar Square for a final PR celebration. Alongside the launch of a new public arts trail at the museum in November, for opening summer '23, we maintain the profile of Swansea as a great host for creative activity. In support of this we launched a new partnership to develop a Creative Network for Swansea and surrounding areas, with UWTSD and Urban Foundry, bringing together partners from across the education and cultural sectors in the city to plan for the future.

Part of our discussions with the wider sector involve skills, workspace, meeting and networking space. We made some progress on the latter being facilitated through the new Community Hub in the former BHS building, which will include a new community event space, research and seminar rooms for widespread use. This will be managed by cultural services on behalf of the Hub partners, with a particular focus on the Fusion programme which aims to tackle poverty through cultural activities, digital inclusion and accredited learning. The Hub is well placed to link the various artists, studios, venues and organisations in the city, with our communities, and various partner agencies. To help us communicate this, we also appointed a branding agency 'Waters Creative', who will work with us to decide on the name and overall brand.

Work also advanced with city centre partners to identify best sites to install the necessary infrastructure for 'legal' street arts installations at key gateways, and the service continues to learn and develop the capability and management of the new Arena's LED skin, learning and developing its impact as a key creative feature on the city's skyline. Research and learning in support of this is emerging through our partnership with the Computational Foundry phd programme at Swansea University also. This particular programme focuses on research, media and digital skills, by drawing the core activities of our venues together to support place making and audience engagement; linking in the Dylan Thomas service, with libraries and our Fusion programme, plans for the new Hub, Theatres and Glynn Vivian Art Gallery - which also diversified its own reach by hosting the 'world building' artefacts of Bad Wolf's TV dramatization of Philip Pulman's 'His Dark Materials'.

The digital and audience engagement themes continued with the new website and screens at the Grand theatre, resulting in a steady increase in business throughout the quarter. This culminated in a 48 performance run of pantomime, including accessible performances, Beauty and the Beast, which broke the box office record by a massive 15.9%. The production was ground-breaking in its technical execution, with magical digital scenery and was attended by 34,798 people, the feedback from whom was overwhelmingly positive. The show was so well received it had generated £171,000 of bookings for next year (Cinderella) by the time the run came to a close. This figure as a percentage of business for the production is up there with the best of the no.1 venues giving a good indication of the affection in which the show was regarded and the steady return of our audiences when the marketing, product and experience is top class. The recovery of the theatre is also supported by the partnership with Grand Ambition, a resident team focusing on youth engagement, talent development and new productions by Swansea producers and performers, producing good results for our local partners and communities. This has led to additional funding being secured from Arts Council Wales and a return of 'theatre' audiences to see in house productions such as 'A Number', dealing with topical and sensitive themes, with plans for a 'talent pipeline' underway for the next quarter.

The Sports and Health service also continued its focus on strengthening partnerships in the community, securing funding and investment for infrastructure improvements alongside positive outcomes for all ages. Work at Cefn Hengoed school and leisure centre, to include a 3G Barn and improved Community Leisure and PE facilities has progressed well over the autumn period, with much of the work completed. This has also improved the internal and external fabric of the school areas; including vital roof works, improvements within link corridors, stairwells and changing rooms. Work to the main new fitness facility also progressed, with a strip out and new plant and mechanical equipment installed. Groundwork and site clearance on the site of the new Sportsbarn is now underway, with the programme on schedule to complete in late August.

The vision to deliver a Swansea Bay Sports Park offer in partnership with the University also took a step forward with funding approved by Sport Wales to install bleacher style seating across one of the two, international quality, hockey pitches. The project is subject to tender and planning permission, with aspiration to be installed prior to the European Hockey Championships at the site in the summer.

Signs of recovery are welcomed by our partners at Freedom Leisure, who have reported good performance across the leisure portfolio for the period. In particular, the LC and community sites have benefited from holiday based programmes, club usage and wet weather provision. This is in sharp contrast however to the challenges presented by the cost of energy, with prices continuing to be volatile, and relief from Government for the sector looking uncertain from April 2023. This is particularly an issue for those facilities with pools and high energy consumption, despite investment and mitigation already put in place. The sector and partners will need to ensure close working and shared investment to ensure sustainability, during these times, so that the investment made and planned will fulfil its promise in future.

Positively, the LC's gym membership now includes 3 hours free parking at the Copr Bae South car park, which uses a number plate recognition system for gym members. This additional benefit was a significant step forward for retaining members, which thanks to increased benefits and quality facilities, is expected to rise to pre covid levels /projections which will offset the reported challenges.

Outdoor Leisure and foreshore attractions, including Oystermouth Castle, Bay Rider Landtrain and the Recreation Ground car park, also performed well in quarter

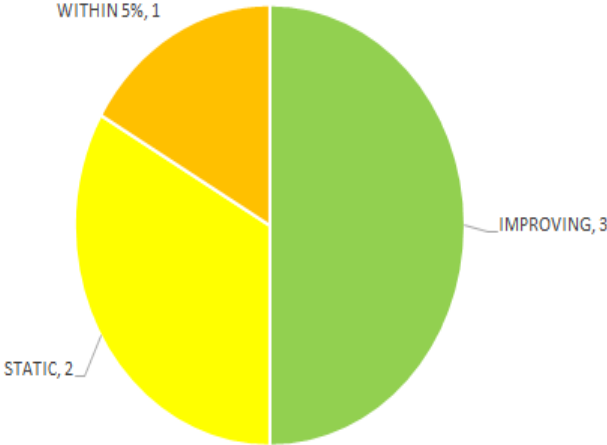
3, with the return of students and staff to main buildings and events such as the World Cup Fanpark. Other examples of cross service utilisation including Halloween themed trips on the Landtrain and events at Oystermouth Castle, in partnership with the Friends, which attract 100's of visitors, increasing engagement and awareness.

Langland Bay Huts achieved 100% occupancy for the winter let period and we introduced new, extension opportunities into the new year, alongside optional letting periods to include 3, 6, 10 and a new 12 month option. These options increase the use, investment potential and value for money for our users and support the wider tourism economy of Langland.

Work on the new skate park at West Cross, facilitated as a partnership with Mumbles Community Council, has made visible progress during the period, revealing a significant and attractive facility which will greatly benefit the offer along the foreshore and its diverse users. Under a similar arrangement with the Community Association, the development at Underhill Park also progressed, with the structure and internals to the new pavilion/cafe nearing the final stages. A further phase of this project, to install a full size all weather 3G surface, was also secured with funding commitments from various sources. A contribution of £330k from the Council's Economic Recovery Fund (ERF) has further secured this important development for local teams, groups and future generations, as has £130k, also from the ERF, to enable the Friends of Coed Gwilym Park, Clydach to complete a new community building for its local residents and community groups use.


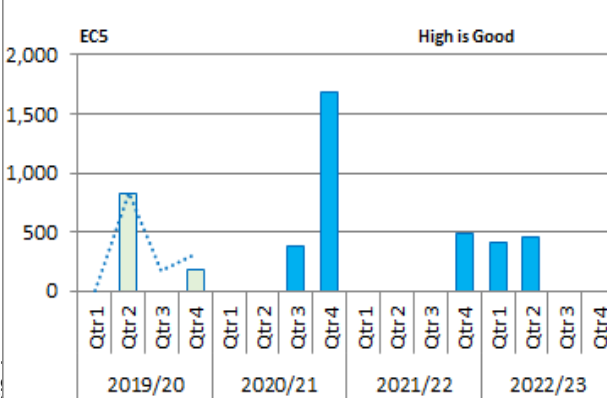

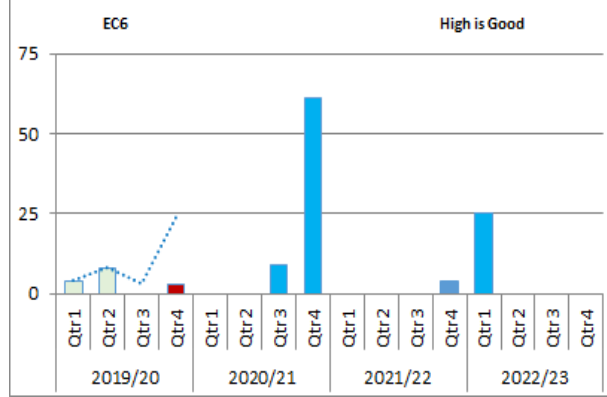
Performance compared to same Period of previous year

2022/2023 Quarter 3



Economy & Infrastructure 17-22

Performance Indicator	KEY	2020/2021 Quarter 3	2021/2022 Quarter 3	2022/2023 Quarter 3	Comment-2022/2023
BBMA1 ↑ The number of projects with social benefit clauses and Beyond Bricks & Mortar in their contracts	RAG				Exceeding quarterly target.
	Result	19	17	19	+12%
	Target				
	Trend	IMPROVING	DECLINING	IMPROVING	
	Num	19	17	19	+12%
	Den				
<p>BBMA1 HIGH is Good</p>					
EC2 ↑ The Percentage of all major applications with an economic imperative that are approved	RAG				
	Result	100.00%	100.00%	100.00%	0%
	Target				
	Trend	STATIC	STATIC	STATIC	
	Num	2	7	5	-29%
	Den	2	7	5	-29%
<p>EC2 HIGH is Good</p>					

Performance Indicator	KEY	2020/2021 Quarter 3	2021/2022 Quarter 3	2022/2023 Quarter 3	Comment-2022/2023
<p>EC5 </p> <p>Amount of commercial floorspace (measured by sq m) created within the Transforming Towns Programme target areas to accommodate job creation</p> 	<p>RAG</p> <p>Result</p> <p>Target</p> <p>Trend</p> <p>Num</p> <p>Den</p>	<p>376</p> <p>376</p> <p>IMPROVING</p> <p>376</p>	<p>0</p> <p>DECLINING</p> <p>0.</p>	<p>950</p> <p>IMPROVING</p> <p>950.</p> <p>N/A</p>	<p>8 schemes are on site progressing.</p>
<p>EC6 </p> <p>Number of new housing units created in Transforming Towns target areas as a result of Transforming Towns Programme funding.</p> 	<p>RAG</p> <p>Result</p> <p>Target</p> <p>Trend</p> <p>Num</p> <p>Den</p>	<p>9</p> <p>IMPROVING</p> <p>9</p>	<p>0</p> <p>DECLINING</p> <p>0</p>	<p>0</p> <p>STATIC</p> <p>0</p> <p>0%</p>	<p>4 schemes are on site progressing</p>

Economy & Infrastructure 17-22

Performance Indicator	KEY	2020/2021 Quarter 3	2021/2022 Quarter 3	2022/2023 Quarter 3	Comment-2022/2023
EC7 ↓ Average Turnaround Time for Land Charge Searches completed in the period	RAG				
	Result	4.02	6.31	1.60	-75%
	Target				
	Trend	IMPROVING	DECLINING	IMPROVING	
	Num	4.02	6.31	1.60	-75%
	Den				
EP28 ↑ The percentage of all planning applications determined within 8 weeks.	RAG				Vacant Team Leader post impacted performance but determination of applications within agreed timescales, as measured by WG, was 95%
	Result	87.24%	79.24%	75.52%	-4.8%
	Target				
	Trend	DECLINING	DECLINING	WITHIN 5%	
	Num	383	397	364	-8.8%
	Den	439	501	482	-4.2%

The corporate plan sets out the council's commitment to tackle poverty to ensure that every person in Swansea can achieve their potential. To meet this commitment, the corporate Tackling Poverty Strategy ensures that tackling poverty is everybody's business. Cost of Living Impact The economic impacts of the COVID-19 pandemic and the cost of living crisis continues to have a significant impact on those already experiencing poverty and is driving those at risk of poverty, into poverty. The Bevan Foundation 'Snapshot of Poverty' Summer 2022 report highlights that more than 1 in 8 Welsh Households either sometimes or often struggle to afford everyday items and that the majority of people (57%) are now cutting back on essential items such as heating, electricity and/or water. There is also a clear link between the cost of living crisis and people's health, with 43% of people in Wales reporting that their mental health as deteriorated as a result of their financial position. The above report also stated that 11% of people were worried about the prospect of losing their home over the next three months. A Cost of Living webpage was launched in September 2022 www.swansea.gov.uk/costoflivinghelp with over 128,000 page views by the end of December 2022. Welfare Benefits The number of people on Universal Credit in Swansea (Swansea East, Swansea West and Gower) is 23,045 (DWP, March 2022). The number of people on legacy benefits in Swansea is 12,805 (DWP November 2021). From early May 2022, people on legacy benefits (Child Tax Credit / Housing Benefit / Income Support / Income-based Jobseekers Allowance / Income-related Employment and Support Allowance / Working Tax Credit) will migrate to Universal Credit by the end of 2024. Welfare Benefit Entitlements The step to help address the impacts of Welfare Reform, including supporting people to claim the full benefits they are entitled to so that they are able to maximise their income is reported through the amount of welfare benefits raised through securing rights and entitlements by the Welfare Rights Team. The amount of benefits secured during the third quarter of 22/23 was £485,629.10, an increase on the same quarter in 21/22, due to arrears of benefits being paid and providing a first stage service to the Ukrainian Settlement programme. The ongoing impact of Welfare Reform means that the amount of benefit income people qualify for is reduced, however the work of the team ensures that people are more protected against benefit sanctions and prevents people's incomes falling further. The team responded to 169 benefit enquires and trained 40 support workers this quarter. Employability Support The number of people gaining employment through Employability Support by the end of this quarter is 298 (April - December 2022). This covers the outcomes achieved by the following programmes; Swansea Working; Communities for Work; Communities for Work Plus and Young Person's Guarantee. The teams have exceeded the target for the period; this is also with a reduced team for the financial year 22-23. Support through these programmes result in help for residents aged 16+ to access employment, education and training, as well as help for people to overcome their barriers to employment through co-ordinated, person-centred employability support. During the last quarter local and City Centre, hubs were open and welcoming new referrals - working alongside key partner organisations. The team continued to support participants and new referrals. The Employer Engagement Officers, Participant Engagement, and the Mentors supported each other by organising and attending a number of local events. Training provided in quarter included Barista, Security, Care, Construction, Food Safety, First Aid. Events held in the third quarter included; Recruitment roadshow (Customer service, care, warehouse), Swansea Council Dom care and Youth recruitment event, Gower Brewery, Customer service employer, DVLA, New directions (education), Tower Hire and Sales, Accomplish Care, Swansea Council Childcare Recruitment event. A Newsletter was distributed in late November, informing residents of the support offered by, Employability, Lifelong Learning and the Financial Inclusion/Welfare benefits team. The ICT Chromebook Scheme continues to offer participants a valuable tool in order to carry out training, complete job application forms, search for employment and more. To date, 49 individuals who have used the Chromebooks have found sustainable employment. Council Tax Reduction (CTR) and Housing Benefit (HB) The performance indicators of CTR and HB average time for processing new claims has decreased compared to the same period last year. The increase in time taken to process new applications for HB/CTR claims reflects a number of issues including the shift of more straightforward applications for financial assistance to help with rent over to Universal Credit. Those applications remaining in Housing Benefit being the more complex cases, particularly those for supported accommodation where in depth consideration of the rent charges must be carried out. The Revenues and Benefits Service continues to manage additional grants on behalf of Welsh Government and will be managing a new UK Government scheme in the coming weeks and this continues to have a significant impact on processing times as staff are diverted away from core functions to deal with those. In addition, a number of staff have left the Benefits Service to work elsewhere in the authority. Replacements have just started with the service and there will as always be a need for a lengthy period of training for the new staff on complex benefit schemes and a need for practical on the job experience before they will be as productive as the staff who were lost. Housing The Council, along with partners in the housing sector and support charities, have continued to address homelessness in Swansea. Many people have been supported to find a place to live and move on from emergency temporary accommodation into longer-term homes. The average number of days spent by homeless families with children in Bed and Breakfast accommodation increased from this time last year due to the continued pressure on temporary

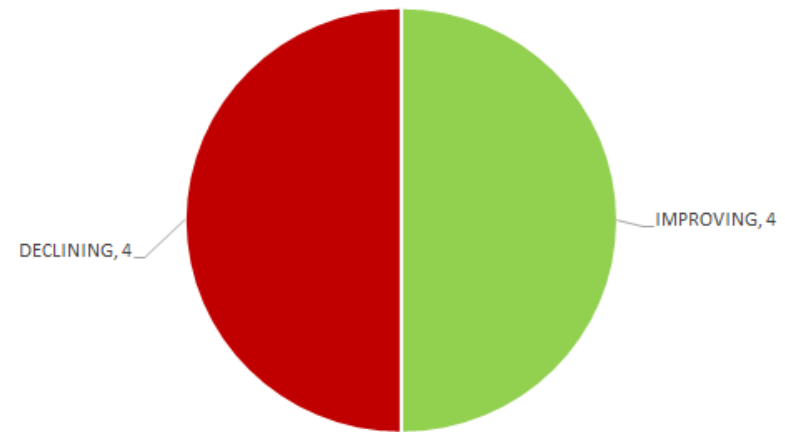
accommodation, and families have moved into suitable accommodation as soon as possible. Pressure on temporary accommodation is continuing to increase due to a lack of suitable move-on accommodation solutions, particularly for single person households.

Skills & Qualifications The number of accredited qualifications achieved by adults with Local Authority support remains the same as the previous quarter (as this quarter covers the seasonal break in the academic year). Figures for the new academic year will be available in the next quarter report. This includes accredited and non-accredited Lifelong Learning courses such as digital literacy, Essential Skills and Learning for Life courses (languages, wellbeing and arts). Partnership working between Lifelong Learning, Employability programmes and partners continues to offer participants accredited training and qualifications to meet employment opportunities. There have been 411 employability-based training outcomes via Swansea Working. Lifelong Learning Service and the Employability Team are working closely to design a Self-Employment package for all residents of Swansea.

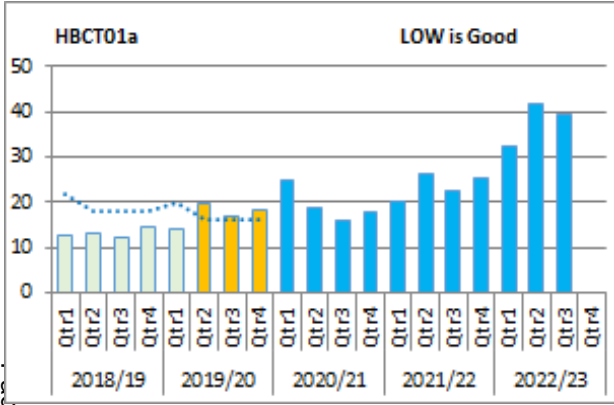
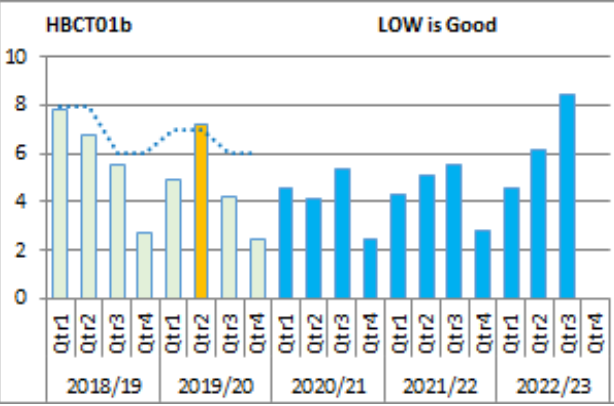
Partnership Working The Swansea Council Poverty Forum, Swansea Poverty Partnership Forum, Financial Inclusion Steering Group and Swansea Food Poverty Network have continued to meet regularly. The Swansea Poverty Truth Commission launch took place in October 2022. These networks provide opportunities for sharing good practice, information, trends, changes to services and new opportunities, encouraging collaboration and partnership working. Audit Wales published their report 'Time for Change - Poverty in Wales' in November 2022. The report highlighted several examples of good practice in Swansea and makes recommendations to both Welsh Government and Local Authorities. Swansea Council took part in 'Talk Money Week' during November 2022, promoting key local messages throughout the week. The full award of the Household Support Grant (£83,440) was completed in October with over 60 successful applications from organisations tackling food poverty and food insecurity. The Period Dignity in Communities Grant (£64,204) was fully allocated in October with over 30 successful applications. An additional £79,812 was secured taking the total Direct Food Support Grant to £121,213 for 2022 of which £54,365 was awarded with over 40 successful applications in November 2022. £97,000 Sustainable Food Partnerships funding was secured in November 2022. £83,831 Warm Hubs funding was secured in November 2022. An online directory was launched in November www.swansea.gov.uk/swanseaspaces and a total of £97,239 was awarded to over 70 successful applicants in December 2022. (Additional funding was awarded from the Direct Food Support Grant and Social Isolation Grant to support Swansea Spaces as appropriate).

Performance compared to same Period of previous year

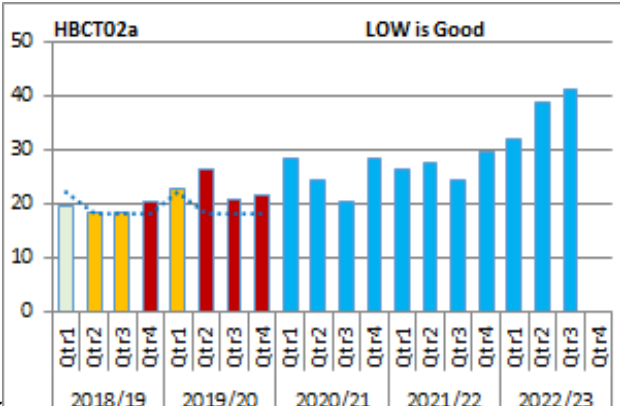
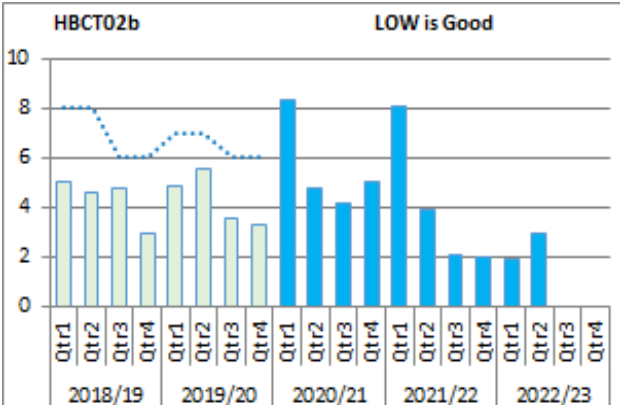
2022/2023 Quarter 3



Tackling Poverty 17-22

Performance Indicator	KEY	2020/2021 Quarter 3	2021/2022 Quarter 3	2022/2023 Quarter 3	Comment-2022/2023	
HBCT01a ↴ Housing Benefit Speed of Processing: Average time for processing new claims.	RAG				The service continues to be impacted by the need to administer grants for Welsh Government (and in the near future UK Government), also more recently by the loss of staff to other services. Replacement staff will start their training in the coming weeks but it will be some time before their productivity is at the level of the staff who have left the section.	
	Result	15.85	22.59	39.59		+75%
	Target					
	Trend	IMPROVING	DECLINING	DECLINING		
	Num	8081	12154	20431		+68%
	Den	510	538	516		-4.1%
HBCT01b ↴ Housing Benefit Speed of Processing: Average time for processing notifications of change in circumstances.	RAG				The service continues to be impacted by the need to administer grants for Welsh Government (and in the near future UK Government), also more recently by the loss of staff to other services. With this in mind the increase in processing times for this PI is considered acceptable.	
	Result	5.39	5.56	8.44		+52%
	Target					
	Trend	DECLINING	DECLINING	DECLINING		
	Num	23692	23785	34924		+47%
	Den	4398	4276	4139		-3.2%

Tackling Poverty 17-22

Performance Indicator	KEY	2020/2021 Quarter 3	2021/2022 Quarter 3	2022/2023 Quarter 3	Comment-2022/2023	
HBCT02a ↴ Council Tax Reduction Speed of Processing: Average time for processing new claims.	RAG				The Service continues to be impacted by the need to administer grants for Welsh Gov and more recently by the loss of staff to other services. The small increase in processing times for this PI is considered acceptable. Replacement staff will start their training in the coming weeks but it will be some time until they can work as fast as the staff who have moved on.	
	Result	20.25	24.47	40.82		+68%
	Target					
	Trend	IMPROVING	DECLINING	DECLINING		
	Num	47066	39697	61187		+54%
	Den	2324	1622	1499		-8.2%
						
HBCT02b ↴ Council Tax Reduction Speed of Processing: Average time for processing notifications of change in circumstances.	RAG				The Service continues to be impacted by the need to administer grants for Welsh Gov and more recently by the loss of staff to other services. Replacement staff will start their training in the coming weeks but it will be some time until they can work as fast as the staff who have moved on.	
	Result	4.18	2.10	3.01		+47%
	Target					
	Trend	DECLINING	IMPROVING	DECLINING		
	Num	80479	41062	37962		-7.5%
	Den	19259	20007	12617		-37%
						

Tackling Poverty 17-22

Performance Indicator	KEY	2020/2021 Quarter 3	2021/2022 Quarter 3	2022/2023 Quarter 3	Comment-2022/2023
POV05 ↑ The amount of welfare benefits raised through securing rights and entitlements by the Welfare Rights Team (£)	RAG				Increased value due to additional arrears of benefit.
	Result	195413.57	284122.20	485629.10	+71%
	Target				
	Trend	DECLINING	IMPROVING	IMPROVING	
	Num	195413.57	284122.20	485629.10	+71%
	Den				
<p>POV05 HIGH is Good</p>					
POV06 ↓ The average number of days all homeless families with children spent in Bed and Breakfast accommodation	RAG				
	Result	2.00	14.50	11.00	-24%
	Target				
	Trend	IMPROVING	DECLINING	IMPROVING	
	Num	2	29	88	+203%
	Den	1	2	8	+300%
<p>POV06 LOW is Good</p>					

Tackling Poverty 17-22

Performance Indicator	KEY	2020/2021 Quarter 3	2021/2022 Quarter 3	2022/2023 Quarter 3	Comment-2022/2023
POV10 Number of people gaining employment through Employability Support	RAG				The development of the employment hub employer days and direct job offers and interviews there and then have helped with this increase. The employer engagement function is at its highest level sourcing more vacancies and matching individuals to them
	Result	99	106	422 +298%	
	Target				
	Trend	DECLINING	IMPROVING	IMPROVING	
	Num	99	106	422 +298%	
	Den				
POV11 Number of accredited qualifications achieved by adults with local Authority support	RAG				We have offered more Swansea Working training spaces than ever and reacted to the need to reskill or upskill to match the local labour market requirements. This has resulted in increased training numbers
	Result	164	106	593 +416%	
	Target				
	Trend	DECLINING	DECLINING	IMPROVING	
	Num	164	106	593 +416%	
	Den				

Transformation & Future Council development

In the third quarter of 2022-23 Cabinet approved a new transformation strategy and goals. A Transformation Delivery Board was established and held its first meeting. A new corporate transformation plan is now in development and will be presented to Cabinet in April 2023 for approval.

During this quarter Cabinet also approved the final workforce strategy as well as the draft digital strategy to go out to public consultation. The consultation is underway and has included engagement with the Disability Liaison Group, 50+ Network, Poverty Forum, and Menter Abertawe. Workforce and digital boards were also established to oversee the development and implementation of programmes that will deliver the final strategies.

In December 2022 Swansea was declared a Human Rights City and work is now planned to develop an action plan to take forward the priorities of the Human Rights City Steering Group.

Work continued on the development of the council's new corporate plan and Medium Term Financial Plan, within a challenging financial environment. A draft budget for 2023-24 was agreed by Cabinet for public consultation just before Christmas including recurrent cost savings proposals totalling more than £22 million. During the same period, work continued to develop the Public Service Board's new local wellbeing plan.

In terms of the council's digital agenda, the Oracle Fusion project continued to make progress and remained on track to go live in April 2023. In the third quarter we saw a 5% increase in the number of online payments received via our website compared to the last quarter, in part due to the return of the popular high-volume hanging basket scheme. Services such as season car park tickets also saw an increase. While the number of forms completed online has fallen since quarter 2 this is in line with the seasonal pattern seen each year and when compared with the same quarter in the previous two years we can see a marked increase.

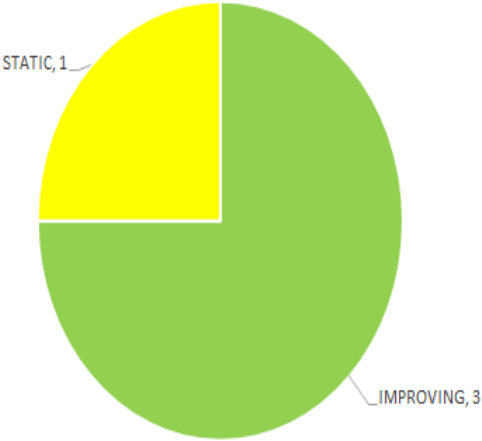
There were no serious data breaches during the quarter. However, there were twenty-one breaches that did not meet threshold for referral to the Information Commissioner's Office with no more than two people affected in any breach.

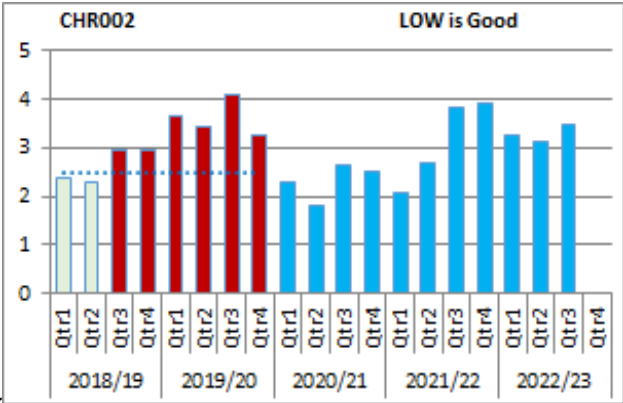
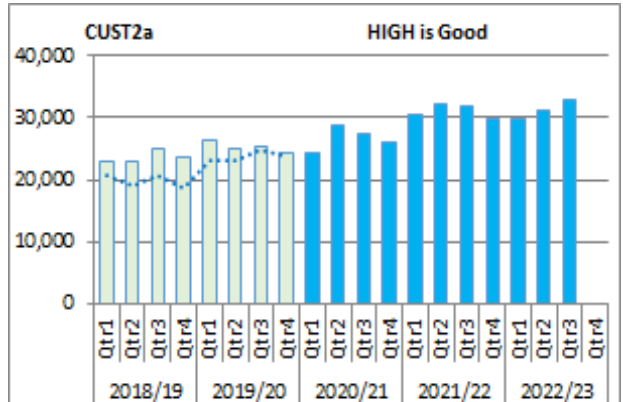
In the council's corporate contact centre, we saw a decrease in calls during December compared to November. The call abandonment rate for the year to date has improved compared to the same period last year and action is being taken to cross-skill staff to try and improve this further.

Staff sickness absence continue to be a concern, but the year-end forecast for the total number of working days/shifts per full time equivalent lost due to sickness absence has improved. Fewer working days are being lost compared to the same period in 2021-22 despite a predicted increase in short term absence due to colds/influenza as we emerge from the pandemic. Close monitoring will take place in the final quarter of the year to assess any required intervention in the coming months.

Performance compared to same Period of previous year

2022/2023 Quarter 3



Performance Indicator	KEY	2020/2021 Quarter 3	2021/2022 Quarter 3	2022/2023 Quarter 3	Comment-2022/2023	
CHR002 ↓ The number of working days/shifts per full time equivalent lost due to sickness absence	RAG				Note from Corporate Performance Team - Data quality under review. Whilst sickness absence continues to report at a high year end forecast, there have been signs of improvement from the September to December period. Fewer working days are being lost compared to 21/22 in the Winter months despite a predicted increase in short term absence due to colds/influenza as we emerge from the pandemic. Close monitoring will take place in the final quarter of the year to assess any required intervention for 2023/24.	
	Result	2.64	3.83	3.49		-8.9%
	Target					
	Trend	IMPROVING	DECLINING	IMPROVING		
	Num	23647.73	35920.13	33398.71		-7.0%
	Den	8960.31	9370.11	9560.27		+2.0%
						
CUST2a ↑ Number of online payments received via City and County of Swansea websites	RAG				Q3 saw the return of the popular high-volume hanging basket scheme. Services such as season car park tickets also saw an increase.	
	Result	27316	31692	33006		+4.1%
	Target					
	Trend	IMPROVING	IMPROVING	IMPROVING		
	Num	27316	31692	33006		+4.1%
	Den					
						

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Performance Indicator	KEY	2020/2021 Quarter 3	2021/2022 Quarter 3	2022/2023 Quarter 3	Comment-2022/2023
<p>CUST2b ↑</p> <p>Number of forms completed online for fully automated processes.</p> <p>CUST2b HIGH is Good</p> <p>20,000 15,000 10,000 5,000 0</p> <p>Qtr1 Qtr2 Qtr3 Qtr4 2018/19 2019/20 2020/21 2021/22 2022/23</p>	RAG				<p>The services recorded here followed the seasonal pattern seen each year, where Q3 sees a drop in requests compared with Q1 and Q2. The yearly trend for Q3 has increased each year and is seeing a marked change from the pre-pandemic total of 8474 in 2019 and an increase of 660 from 21/22.</p>
	Result	14136	9068	9728 +7.3%	
	Target				
	Trend	IMPROVING	DECLINING	IMPROVING	
	Num	14136	9068	9728 +7.3%	
	Den				
<p>PROC12 ↓</p> <p>Number of data breaches which has resulted in an enforcement or monetary penalty notice being issued by the Information Commissioners Office (ICO)</p> <p>NO GRAPH DISPLAYED All results are zero</p>	RAG				<p>There has been no enforcement or monetary penalty from the ICO this quarter.</p>
	Result		0	0 N/A	
	Target				
	Trend	STATIC	STATIC	STATIC	
	Num	0	0	0	
	Den				

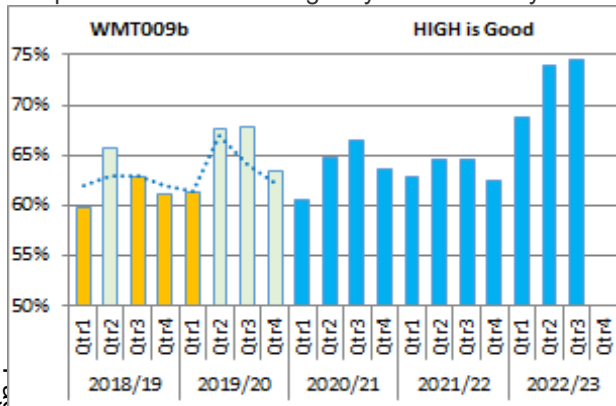
The report on delivery of Net Zero was approved by Cabinet in December. This proposed actions that will then be monitored up to 2030 and beyond. Performance measures and targets will be developed subject to the adoption of recommendations within that report and subject to access to funding to enable appropriate investment over the next 7 years and beyond.

Performance compared to same Period of previous
year
2021/2022

NO CHART DISPLAYED
Only 1 indicator - IMPROVING

Nature Recovery and Climate Change 19-22

Performance Indicator	KEY	2020/2021 Quarter 3	2021/2022 Quarter 3	2022/2023 Quarter 3	Comment-2022/2023
WMT009b  The percentage of municipal waste collected by local authorities and prepared for reuse and/or recycled, including source segregated biowastes that are composted or treated biologically in another way	RAG				Due to reporting timescales this data is for Quarter 2 2022/23. Performance has significantly improve compared with the same period the previous year due to the introduction of a new paper disposal contract and diversion of waste from landfill to Energy from Waste.
Result	66.57%	64.65%	74.59%	+15%	
Target					
Trend	DECLINING	DECLINING	IMPROVING		
Num	20434.36	19519.00	20957.70	+7.4%	
Den	30698.17	30190.00	28097.83	-6.9%	



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

Which service area and directorate are you from?

Service Area: SDU

Directorate: Corporate Services

Q1 (a) What are you screening for relevance?

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

(b) Please name and fully describe initiative here:

Q3 2022/23 Performance Monitoring Report – this reports on performance during Q3 2022/23 delivering the Council’s key priorities as set out in the Corporate Plan.

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

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

**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 reports on performance during Q3 2022/23 delivering the Council's key priorities as set out in the Corporate Plan, so no consultation or engagement is required.

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

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

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

High risk

Medium risk

Low risk

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

Yes

No

If yes, please provide details below

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

Yes

No

If yes, please provide details below

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

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

Outcome of Screening – This reports on performance during Q3 2022/23 delivering the Council's key priorities as set out in the Corporate Plan, so there is no direct impact on people or communities.

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

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

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

Full IIA to be completed

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

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

Screening completed by:
Name: R Rowlands
Job title: Strategic Delivery & Performance Manager
Date: 09/02/23
Approval by Head of Service:
Name: Lee Wenham
Position: Head of Communications & marketing
Date: 09/02/23

Please return the completed form to accesstoservices@swansea.gov.uk

Agenda Item 8



To:
**Councillor David Hopkins, Cabinet
Member for Corporate Services and
Performance**

BY EMAIL

*Please ask for:
Gofynnwch
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Scrutiny

01792 636292

scrutiny@swansea.gov.uk

4 April 2023

Summary: This is a letter from the Service Improvement and Finance Scrutiny Performance Panel to the Cabinet Member for Corporate Services and Performance concerning the meeting held on 14 March 2023 and the Planning Annual Performance Report 2021/22 This letter does not require a response.

Dear Councillor Hopkins,

On the 14 March, the Service Improvement and Finance Scrutiny Performance Panel met to discuss the Planning Annual Performance Report 2021/22. The Panel are grateful to you and relevant officers for attending to discuss and answer questions. Our observations focused on the following areas.

You informed us that a Planning Annual Report has not been requested by Welsh Government this year therefore due to this and the pandemic, comparisons between Local Authority performances have not been available. We are grateful that this Annual Report is still prepared and that it continues to come to scrutiny annually.

Your officers reported a significant increase of 29% more applications this year compared to 2020/21. 97% of those applications were determined within the required timescales, the target set by Welsh Government is 80%. Despite the increase in the application numbers, planning fee income has not kept pace.

We were also informed that 300 more planning applications were received in 2021/22 compared to 2018/19 but planning income was £300,000 less. This was due to the increased number of household applications received. As a result, pressure has been put on resources because the planning income to a large degree provides the budget for planning services.

Your officers reported that appeals performance was up slightly and again was above the Welsh Government target on the previous year. Where appeals are allowed, it generally relates to matters of design.

OVERVIEW & SCRUTINY / TROSOLWG A CHRAFFU

SWANSEA COUNCIL / CYNGOR ABERTAWE

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Enforcement

Your officers report that the pandemic created a backlog of enforcement cases due to officers not being able to attend sites as easily, as well as the impact of staff vacancies. We were informed that enforcement is a two stage process. The first stage being the initial investigation followed by the second stage which is to take appropriate action to decide if there has been a breach of planning control. This action could be an enforcement notice, resolution, or granting planning permission. The number of enforcement complaints investigated was a similar number to the previous year.

We asked about the performance indicators for enforcement and the officer explained that the initial investigation phase has a target of 84 days. Every complaint is investigated however only 32% of investigations were completed in the 84 day target, a decrease from 51% in the previous year. We asked how enforcement action is prioritised and the officer explained that they are prioritised by the seriousness of the breach.

We asked whether application fees could be increased in order to recruit more officers potentially temporarily to reduce the backlog of enforcement cases, however you told us you have written to the Minister to ask this and Welsh Government have said no at this point.

We understand the reasons this target has not been met and that unfortunately comparison data with other Local Authorities is not available but officers felt that other Local Authorities are likely to be in a similar situation. We raised our concerns that due to the backlog of cases, enforcement may not be seen to be fully carried out. We asked if every complaint is investigated and officers reassured us that they are all investigated and dealt with accordingly just not all are within the target number of days.

Local Development Plan

We had some concerns around the development of the new Local Development Plan (LDP). We are acutely aware of the changing landscape to Swansea, especially in terms of population and jobs for example. We asked whether the new plan would be developed any differently to the old plan and if there are any lessons learnt that may avoid predictions not materialising. Your officers explained that aims within the LDP are based not only on the statistical data in relation to population etc. but also the Councils Economic Regeneration Strategy and aspirational targets for delivering growth. All the data is from the best known available data forecasts from consultant partners and is the same method used across the UK.

Your Response

We are interested in any thoughts you may have on the contents of this letter but in this instance, we require no formal written response.

Yours sincerely,



Councillor Chris Holley
Convener, Service Improvement and Finance Scrutiny Performance Panel
✉ cllr.chris.holley@swansea.gov.uk



To:
**Councillor Andrea Lewis,
Cabinet Member for Service
Transformation**

**Councillor Louise Gibbard
Cabinet Member for Care
Services**

*Please ask for:
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Scrutiny

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4 April 2023

BY EMAIL

Summary: This is a letter from the Service Improvement and Finance Scrutiny Performance Panel to the Cabinet Member for Service Transformation and Cabinet Member for Care Services. The letter concerns the meeting held on 14 March 2023 and the Annual Complaints Report 2021/22. This letter does not require a response.

Dear Councillors Lewis and Gibbard,

On the 14 March, the Service Improvement and Finance Scrutiny Performance Panel met to discuss the Annual Complaints Report 2021/22. The Panel are grateful to you both and relevant officers for attending to discuss and answer questions. Our observations focused on the following areas.

You reflected the challenges faced by the pandemic that affected 2021/22 and in particular Social Services where complaints were suppressed during 2020/21 but then dramatically increased post lockdown. This was mirrored with the Ombudsman's reports who saw a 47% increase across the whole of Wales. You also shared reasons for the delay in launching the new IT system was due to prioritising payments to support residents and support businesses and updated us that it will go live as soon as possible.

Corporate Complaints

We were informed that Stage one (informal) corporate complaints increased by 8% on the previous year and stage two complaints were up by 16%. It was reported that corporate requests for service were up significantly by 24% and a significant increase in corporate comments which were up by 38%. Welsh language complaints remain relatively low.

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We asked if there was any data that records complaints response times and were informed this data is available and is reported to the Governance and Audit Committee which we have since received a copy of.

We also asked for more information regarding the complaints relating to Communications and Customer Engagement which has increased, this information was not available at the meeting but your officers will send this in due course.

We asked if there is any data held that looks at year on year trends to see comparisons further back than the previous year, your officer said it would be possible to include this in subsequent reports in the future.

Adult Social Services

In regards to Adult Social Services stage one complaints were up by 11% and stage two only have an increase of 1 complaint on last year's figures. Justified complaints were up by 53% which you explained related to service delays and pressures, particularly relating to arranging assessments or care packages and staff pressures including external providers. You reported that this has been a challenge across Wales and the UK.

Child and Family

The officer reported that Child and Family Services showed a decrease in stage one complaints which went down by 19% and stage two complaints were down by 1 complaint on last year.

Ombudsman Complaints

Your officer shared with us the Ombudsman's annual letter which reports 71 received complaints, down from 73 in the previous year. In regards to these complaints 76 were closed during 2021/22. Of this 76, 10 received intervention. Of the 10 that received intervention, 6 had early resolution of voluntary settlement and 4 were upheld. Comparing to the previous year, 67 complaints were closed and 9 received intervention, of these 9, 5 had early resolution and 4 were upheld. So overall this is similar to the previous year.

We were pleased to hear that in response to complaints when appropriate, the complaints team hold discussions with Heads to Service and Principal Officers looking at the nature of complaints and any trends or frequency to look for potential improvements.

In addition, regarding complaints to the Ombudsman, 25 of the 71 complaints received were for Planning and Building Control and Roads and Transport, again we have requested more information on these which will be provided by your officer.

Compliments

We were also pleased to hear about the 360 corporate compliments received in this year of which includes 96 for Adult Services and 100 for Child and Family.

We value the importance of compliments and recognise there is as much to learn from examples of good practise as from complaints.

Your Response

We are interested in any thoughts you may have on the contents of this letter but in this instance, we require no formal written response.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'C. Holley', with a stylized flourish at the end.**Councillor Chris Holley**

Convener, Service Improvement and Finance Scrutiny Performance Panel

✉ cllr.chris.holley@swansea.gov.uk

Agenda Item 9

Service Improvement and Finance – Scrutiny Performance Panel

Work Plan 2022/23

<p>Meeting 1 6 Sep 2022 10am</p>	<ol style="list-style-type: none"> 1. Role of the Service Improvement and Finance Scrutiny Panel 2. Overview: <i>Understanding Financial Reporting</i> Ben Smith – Director of Finance / S.151 Officer 3. Overview: <i>Understanding Performance Monitoring</i> Richard Rowlands – Strategic Delivery and Performance Manager 4. Work Plan 2022/23 Panel to discuss/agree work plan topics for the coming year.
<p>Meeting 2 4 Oct 2022 10am</p>	<ol style="list-style-type: none"> 1. Q1 Revenue and Capital Budget Monitoring Report – 2022/23 <i>Invited to attend:</i> Cllr Rob Stewart - Cabinet Member for Economy, Finance and Strategy Ben Smith – Director of Finance / S.151 Officer 2. Annual Performance Monitoring Report for 2021/2022 <i>Invited to attend:</i> Cllr David Hopkins – Cabinet Member for Corporate Services & Performance Richard Rowlands – Strategic Delivery & Performance Manager
<p>Meeting 3 8 Nov 2022 10am</p>	<ol style="list-style-type: none"> 1. Review of Revenue Reserves <i>Invited to attend:</i> Cllr Rob Stewart - Cabinet Member for Economy, Finance and Strategy Ben Smith – Director of Finance / S.151 Officer 2. Annual Review of Performance 2021/2022 <i>Invited to attend:</i> Cllr David Hopkins – Cabinet Member for Corporate Services & Performance Richard Rowlands – Strategic Delivery & Performance Manager 3. Welsh Public Library Standards Annual Performance Report <i>Invited to attend:</i> Cllr Elliott King – Cabinet Member Equalities and Culture Karen Gibbins – Library Services Manager Karen Davies – Principal Librarian 4. Welsh Housing Quality Standards Annual Update <i>Invited to attend:</i> Cllr Andrea Lewis, Cabinet Member for Service Transformation Carol Morgan – Head of Housing and Public Health
<p>Meeting 4 6 Dec 2022 10am</p>	<ol style="list-style-type: none"> 1. Mid Term Budget Statement 2022/23 <i>Invited to attend:</i> Cllr Rob Stewart - Cabinet Member for Economy, Finance and Strategy Ben Smith – Director of Finance / S.151 Officer 2. Quarter 1 2022/23 Performance Monitoring Report <i>Invited to attend:</i> Cllr David Hopkins – Cabinet Member for Corporate Services & Performance Richard Rowlands – Strategic Delivery & Performance Manager 3. Recycling and Landfill - Annual Performance Monitoring 2021/22 and Recycling of Business Waste Briefing <i>Invited to attend:</i> Cllr Cyril Anderson– Cabinet Member Community Services Chris Howell – Head of Waste Management and Parks Matthew Perkins – Group Leader, Waste

	<p>4. Audit Wales Report – “Making Equality Impact Assessments more than just a tick box exercise” <i>Invited to attend:</i> Cllr Elliot King - Cabinet Member Culture and Equalities Rhian Millar – Consultation Coordinator Lee Wenham – Head of Communications and Marketing</p>
<p>Meeting 5 17 Jan 2023 10am</p>	<p>1. Budget Proposals 2023/24 – 2026/27 <i>Invited to attend:</i> Cllr Rob Stewart - Cabinet Member for Economy, Finance and Strategy Ben Smith – Director of Finance / S.151 Officer</p> <p>2. Q2 Revenue and Capital Budget Monitoring Report 2022/23 <i>Invited to attend:</i> Cllr Rob Stewart - Cabinet Member for Economy, Finance and Strategy Ben Smith – Director of Finance / S.151 Officer</p> <p>3. Q2 Performance Monitoring Report 2022/23 <i>Invited to attend:</i> Cllr David Hopkins – Cabinet Member for Corporate Services & Performance Richard Rowlands – Strategic Delivery & Performance Manager</p> <p>4. Sustainable Swansea Update - Transformational delivery aspects <i>Invited to attend:</i> Cllr Andrea Lewis – Cabinet Member for Service Transformation Martin Nicholls – Chief Executive Sarah Lackenby – Head of Digital and Customer Services Marlyn Dickson – Strategic Change Programme Manager</p>
<p>Meeting 6 14 Feb 2023 10am</p>	<p>1. Annual Budget and Medium-Term Financial Plan: Pre-Decision Scrutiny <i>Invited to attend:</i> Cllr Rob Stewart - Cabinet Member for Economy, Finance and Strategy Ben Smith – Director of Finance / S.151 Officer</p>
<p>Meeting 7 14 Mar 2023 10am</p>	<p>1. Planning Annual Performance Report 2021/22 <i>Invited to attend:</i> Cllr David Hopkins – Cabinet Member for Cabinet Member for Corporate Services & Performance Phil Holmes – Head of Planning and City Regeneration Ian Davies - Development Conservation and Design Manager Tom Evans – Place making and Strategic Planning Manager</p> <p>2. Annual Complaints Report 2021/22 <i>Invited to attend:</i> Cllr Andrea Lewis - Cabinet Member for Service Transformation Sarah Lackenby – Head of Digital and Customer Services</p>
<p>Meeting 8 18 April 2023 10am</p>	<p>1. Annual Review of Wellbeing Objectives and Corporate Plan 2023/28 <i>Invited to attend:</i> Cllr Rob Stewart - Cabinet Member for Economy, Finance and Strategy Cllr Andrea Lewis – Cabinet Member for Service Transformation Richard Rowlands – Strategic Delivery & Performance Manager</p> <p>2. Q3 Performance Monitoring Report 2022/23 <i>Invited to attend:</i> Cllr David Hopkins - Cabinet Member for Corporate Services & Performance Richard Rowlands – Strategic Delivery & Performance Manager</p>
<p>Meeting 9 9 May 2023 10am</p>	<p>1. Progress update on the Local Government Use of Data Action Plan (delayed due to pandemic impacts / diversion of resources) <i>Invited to attend:</i></p>

	<p>Cllr Andrea Lewis - Cabinet Member for Service Transformation Sarah Lackenby - Head of Digital and Customer Services Steve King – Research and Information GIS Team Leader</p> <p>2. Welsh Language Standards Annual Report 2021/2022</p> <p><i>Invited to attend:</i></p> <p>Cllr Elliott King – Cabinet Member Culture and Equalities Cllr Robert Smith – Cabinet Member for Education and Learning Lisa DeBenedictis - Standards Officer</p>
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