

Report of the Leader

Council - 12 August 2014

THE FIRST TWO YEARS

Purpose:	The purpose of this report is to demonstrate the achievements of the current Administration in delivering the Council's Policy Commitments during its first two years.
Policy Framework:	The Council's Policy and Budget framework
Reason for Decision:	To inform Council about a range of initiatives and proposals that have been progressed
Consultation:	Not Applicable.
Recommendation(s):	It is recommended that: 1) the achievements in this report are noted
Report Author:	The Leader of the City and County of Swansea
Finance Officer:	Not Applicable
Legal Officer:	Not Applicable
Access to Services Officer:	Not Applicable

1.0 Introduction

- 1.1. At a previous Council meeting on the 23rd August 2012, I presented a report on *The First 100 Days and Beyond* which identified some of our early achievements in relation to the delivery of our Policy Commitments, which were agreed as Council policy on the 26th of July 2012. This report signalled some early successes and promising approaches to delivering the commitments within our Manifesto for Change.
- 1.2 This report builds upon *The First 100 Days and Beyond* outlining our achievements and how we have tackled the challenges left by the legacy of the previous Liberal Democrat led Council. We have made real and significant progress in terms of healing our divided city and promoting fairness, social justice and opportunity for all. Nevertheless, there is no room for complacency and challenges still remain.

- 1.3 Unprecedented cuts in to Local Government funding made by the UK Conservative and Liberal Democrat government have threatened the very core of local services and some of the most vulnerable people in our communities. Nevertheless, we believe that the Council, working together with local residents, other public sector bodies, the third sector and the business community, can rise to these challenges by working in partnership and adopting 'a can do attitude' as part of our 'Team Swansea' approach.
- 1.4 We welcome constructive challenge in terms of evaluating the quality of local services and value the role this can play in terms of innovation and doing things differently and more effectively.
- 1.5 This report moves *The First 100 Days and Beyond* on one stage outlining the considerable amount of work which has been undertaken over the last two years in delivering our Manifesto for Change.

2.0 Standing Up for Strong Council Finances

- 2.1 **Undertake an urgent review of the Council's finances and assets in order to start putting the management of these on a sensible, sound, long term basis.** We have undertaken a comprehensive review of the Council's finances. We have established a Budget Review steering group in order to examine all aspects of the Council's budget, including options for reducing spend by 20%. We have also developed a new Budget Strategy as part of *Sustainable Swansea – Fit for the Future* in order provide a clear framework for service change and savings over the next three years and we will now aim to develop a rigorous, structured and more long term financial model, outlining how funding is linked to outcomes and the public value that is created.
- 2.2 **Explore collaborative ways in which local services can be financed and delivered most efficiently.** We are developing a collaborative approach and practices, which are at the very core of the way in which the Council operates. As a Co-operative Council, we are seeking to involve local people and service users in the re-design and commissioning of services. We have prioritised greater collaboration - with other councils, other public sector organisations, the Third sector, businesses and local people, as a key objective of *Sustainable Swansea – Fit for Future* – the Council's future service and budget strategy. We are working regionally with our neighbouring Local Authorities to commission and provide Health and Social Care services through the Western Bay partnership which produce better outcomes and are more cost effective.
- 2.3 **Seek to maximise the considerable expenditure the Council expenditure and other local bodies make on the procurement of goods and services, for the benefit of the local economy, jobs and training.** In terms of creating benefits for the local community from Council expenditure, we have incorporated more than 70 community benefit clauses in appropriate contracts. We were

awarded a Sustainable Procurement and Corporate Responsibility award in 2013 and increased the overall expenditure from £73m to £85 in Swansea SA1 – SA8 between 2011- 13, demonstrating our commitment to maximise the benefits of Council expenditure in the local economy.

3.0 Standing Up for Council Democracy

Standards of conduct for Elected Representatives

- 3.1 **Greater accountability, transparency and scrutiny in Council's decision making.** We have undertaken a 'root and branch' review of the Council's democratic procedures and processes. By trialling the broadcasting (webcasting) of Council meetings, we have made decision making and Council processes more accessible and 'user friendly' not only for Elected Members, but also for members of the public. Decisions made by Council are now more open to direct scrutiny, challenge and suggestions for improvement and we intend to build upon that.
- 3.2 **Swansea's Councillor Charter.** We have developed and implemented a Councillor's Charter with higher standards of stewardship beyond those required by the Local Government's Code of Conduct. The Charter was agreed by the Standards Committee and adopted by Council.
- 3.3 **Pledge on Standards** We have worked with the Standards Committees to develop and implement our own Pledge on Standards demonstrating our commitment to further develop democratic structures by ensuring fairness, equality and efficiency.
- 3.4 **Consult the Standards Committee and agree best practice to promote efficiency of resources and equality of representation.** We have ensured that all Political Group Leaders and the Chief Executive have met individually with the Standards Committee and that members of the Standard Committee routinely attend training sessions with Councillors.

4.0 Standing Up for a City of Learning

A City of Learning

- 4.1 **Develop with partners a 10 year 'City of Learning' Strategic Plan for the city's lifelong education and training system.** Swansea has been chosen as the first city in the UK to collaborate with cities around the world in a UNESCO initiative aimed at developing Learning Cities which aims help all citizens get better access to learning opportunities. The Council has signed the Beijing Declaration on Learning City, identifying the commitment attached to this work. Swansea recently received a positive inspection from Estyn - the only 1 out of 6 Welsh Local Authorities whose prospects for improvement were good.

Ambitions for Swansea

- 4.2 **Implement a programme of collaboration for sharing best practice between teachers and schools.** We are implementing a model of School to School support (Project-50-70-80) for secondary groups where schools working together on a range of projects. Practice is assessed by senior leaders from different schools and a challenge adviser. The results are shared within a directory of performance (on the Portal) which all schools are able to use to identify where they can find the most effective help. Support will be focused on targeted groups by improving attendance, literacy and numeracy and reducing disadvantage and performance gaps between schools, girls/boys and other groups.
- 4.3 **Introduce an ambitious, rigorous and supportive school performance framework.** Working with our neighbouring Local Authorities, we have introduced a Regional Support Challenge and Intervention Framework in order to support and challenge schools. The nature of intervention varies according to the level and nature of need identified, aiming to raise standards. Over the last two years educational outcomes has continued to improve as part of an overall upward trend. The proportion of children and young people aged 15-16yrs achieving the Level 2 threshold (5 GCSES between A* - C including English or Welsh as a first language and Maths) in Swansea increased from 53.8% to 55.2% between 2011 and 2013.
- 4.4 **Explore ways of improving pupil engagement and attendance.** As part of our response to our recent Estyn Inspection we have secured a recent improvement in both the rate of primary and secondary school attendance in 2013/14 and is now part of an overall upward trend of increased school attendance, which we intend to continue to improve.

High Performing Schools

- 4.5 **Promote community focused schools and family learning.** We are developing an Education Charter in order to embrace the role of schools in communities. In addition, we are continuing to support Family Learning in communities by supporting parents helping their children learn and develop confidence within the school environment.
- 4.6 **Ensure that 85% of Government funding is delegated directly to schools' budgets, with the remainder for targeted specialist school and teacher support.** We have increased the proportion of funding directly delegated to schools from 73.5% in 2011 to 82.9% delegated for 2013/14 (amongst the highest in Wales) and anticipate a further increase in 2014/15 to 84.8%.

A Flying Start for all our Children

- 4.7 **Ensure every child in Swansea has a good healthy start in life and promote the Flying Start programme.** We have continued to develop the Flying Start programme in Swansea. We have expanded five of the original settings and added an additional seven settings, creating almost 1,500 additional places. By March 2015, 25% of all 0-3 year olds in Swansea will have an opportunity to participate in the programme.
- 4.8 **Implement a Swansea pledge to ensure that all 18-24 year olds have access to quality employment, education, enterprise or training.** We have developed a local implementation plan for the Welsh Government Youth Progression and Engagement Framework in order to ensure that all 18-24 yr olds have access to employment, education or training. We are aiming to build upon the success of work with NEETs in Swansea aged 16-18yrs (which has fallen from 9.2% of the cohort in 2009 to 3.1% in 2013) by extending the approach to include young people aged 18 – 24 yrs.
- 4.9 **Explore setting up a Swansea Skills campus and Swansea wide scheme for apprentices and seek to support for this from other employers in the city.** We are currently exploring the development of a Swansea Skills campus which aims to engage learners at risk of poor attainment and a lack of ambition to learn and encourage their participation within a caring and empowering environment.

5.0 Standing Up for Jobs and Regeneration

A Creative Science City

- 5.1 **Work closely with our two city's universities, the Welsh Government and other partners to develop a Creative City Region and build Swansea as a science, technology and creative capital, developing a dynamic knowledge-based economy.** We have been working with our two universities, the Welsh Government and other partners under the auspices of the Swansea Bay City Region Board. The Swansea Bay City Region, Economic Regeneration Strategy 2013-30 has been launched with a number of projects under development, including knowledge and innovation projects.
- 5.2 **A new strategic alliance with the city's two universities, supporting Swansea University with its creation of a Science and Innovation Campus and work with Swansea's Metropolitan University to develop its expertise in the media and creative industries.** We have supported the launch of the College University Skills Partnership (CUSP) which aims to develop an innovative and flexible higher education system training system within the region. The partnership aims to co-ordinate high quality Higher Education provision in Further Education provision.

Additionally, we are working with both Universities and Gower College to promote Innovation, Entrepreneurship and Enterprise thinking, not only as an economic model, but also, to embed it in our standard curriculum.

A Healthy City Centre

- 5.3 **Work with others to create a clear and coherent approach to the city centre.** We have completed a retail assessment of the City Centre and are currently reviewing the City Centre framework. We are currently working with Design Commission Wales to host a conference in the Autumn in order discuss the future of the city centre and invite ideas for development. We have secured £8.4 million of funding from the Welsh Government's Vibrant and Viable Places fund in order to assist the regeneration of the city centre. This approach has been endorsed by the Swansea Bay City Region Board.
- 5.4 **Produce a city centre strategy in line with the principles of good urban design** We will ensure that the review of the City Centre framework and the new strategy for the City Centre will place good urban design at the centre our future vision.
- 5.5 **Aim to enhance our public spaces and adopt a coherent approach to our city's built heritage and empty properties.** We have developed a coherent approach to supporting our city's built heritage and empty properties. We are dealing with problem buildings by revising proposals for the use of the Regeneration Assistance Grant funding in order to support listed buildings at risk. We also have an officer dedicated to helping bring unused buildings back into use.
- 5.6 **Improve perceptions of our city as a place to work, to visit and to live.** The views of local residents, visitors, businesses and other key stake-holders will be a key factor in the development and the implementation of the city centre strategy and the Vibrant and Viable Places programme. We will baseline perceptions of the city centre before and after the implementation of the strategy, in order to demonstrate improvements in people's perceptions about the city centre.

Regeneration and Anti-Poverty

- 5.7 **Tackle poverty and unemployment, especially within the most deprived communities and draw up and implement and Anti-Poverty action plan for the city.** We have established a Poverty and Prevention service as part of a senior management review within the Council and in order to develop a long term approach to tackling poverty. Our Target Areas strategy, has brought together grant funding e.g Families First, Flying Start, Communities First and the Pupil Deprivation Grant in order to co-ordinate funding for services, and by using a 'Total Place' approach to spending, avoid duplication and maximise the effectiveness of our spend. If we are to succeed in tackling the causes of poverty and the roots of inequality this has to be a trans-generational project.

We are strengthening our arrangements for a Poverty Forum by working with other key partners under the auspices of the Local Service Board.

- 5.8 **Explore with Credit Unions in Swansea, new ways in which it can use the extra powers provided by the last Government to make loans to micro businesses, to support economic activity.** We have explored new ways of Credit Unions making loans to micro-businesses. We have facilitated access to grants and /loans from UK Steel, by helping people join a credit union, which can then enable them to access finance for new business start ups.
- 5.9 **With other public sector employers explore the feasibility of implementing a Living Wage for those employed on low incomes.** We have introduced a Living Wage for 3,000 of the lowest paid workers within the Authority. We are currently supporting other major employers in the local area. e.g Swansea University, to also adopt a Living Wage for its lowest paid workers.
- 5.10 **Work with Moneyline Cymru and the local credit union to help low income citizens with affordable loans and personal finance.** We have led an extensive campaign against Pay Day Loan Companies and other High Interest Lenders, preventing trade where possible and banning access to such companies from Council computers. We have supported the Credit Union, increasing membership by encouraging Council employees to become members of the Credit Union and promoting wider membership.
- 5.11 **Work with organisations such as Swansea's CAB and make targeted use of schemes such as Community First, to enhance the Council's existing Welfare Rights Unit to help low income families.** We have developed our Welfare Rights Advice Service by providing additional support in the Civic Centre and re-instating our telephone advice line. In addition we have provided outreach advice to low income families through key workers and our Communities First staff. We have trained almost 500 Council staff in welfare rights in order to support their clients take up their full range of benefits.

6.0 Standing Up For Strong Transport Links

Sustainable Transport

- 6.1 **Work with the Welsh Government to lobby the Government in London to extend the electrification of the main line from London to Swansea.** We have undertaken an extensive lobbying exercise collaboratively through South West Wales Councils, SWWITCH and local private sector representatives in order to ensure that the electrification of the main line from London extends to Swansea
- 6.2 **Work with the Welsh Assembly Government, neighbouring local authorities, transport users and providers to develop a sustainable transport plan for the city and region.** The Welsh Government have confirmed that there will be no financial support for the Transport Consortia from April 2014,

with funding being re-directed to Local Authorities and the City Region Board. We are developing a local transport plan, following the appointment of a Regional Transport adviser, who is working under the direction of the Swansea Bay City Region Board.

- 6.3 **Explore with the Welsh Government the creation of a Joint Transport Authority for Swansea and the wider city region and explore the introduction of ‘oyster’ style travel cards.** Work will be undertaken by the Swansea Bay City Region Board and other South West Wales authorities to support sustainable transport in Swansea. A local transport plan will be completed by the end of 2014.

A Healthy Greener Swansea

- 6.4 **Follow the NICE (National Institute for Health and Clinical Excellence) Guidance on Physical Activity.** We have incorporated the guidance within our Creating a Healthy and Active Swansea action plan, which aims to improve the health and wellbeing of people living in Swansea, by ensuring that sport and physical activity is accessible to all, ensuring that there is access to facilities and opportunities and fostering community approaches to health and well being.
- 6.5 **Improve facilities in the city centre for pedestrians, cyclists and visitors, developing and promoting green corridors – environmentally friendly links to the city centre from the suburbs.** We have agreed a Cycle Action Plan with Sustrans and Wheelrights and developed a map of cycling routes in Swansea. We have improved the signage for cycle routes and continued to invest in the maintenance of cycle paths. We have also secured £300,000 from Local Transport fund for the development of an urban cycle network.
- 6.6 **Adopt the ‘Wheelrights’ manifesto and will seek to significantly increase access to safe, quicker and more cost effective cycle and walking routes through many areas of the city.** We have adopted the ‘Wheelrights Manifesto’ and are implementing the City Centre Cycling network. The Council are working with Wheelrights and Sustrans as part of the Cycle Action group in order develop and sustain cycling within Swansea.
- 6.7 **Seek to complete Swansea’s park and ride system with a scheme for the west of the City & County of Swansea.** This has been identified as a priority scheme in the Regional Transport Plan.
- 6.8 **Will encourage the emergence of the electric car and explore local authority controlled car parks being equipped with electric car re-charging points.** The Council is currently piloting the use of 9 electric cars within Corporate Building and Property Services and, if it is successful, the scheme will be rolled out further. A feasibility study is being undertaken in relation to identifying the funding for the installation of electrical car charging points in city centre car parks.

Public Transport

- 6.9 **Consider introducing a Quality Bus Partnership and Quality Bus Contract between the Council and bus operators.** We have explored the introduction of a Quality Bus Contract between the Council and bus operators. However, our research, so far, suggests that Quality Contracts may be less cost effective than the alternatives in securing improvements (and be more difficult to achieve). To date, it seems that there are no Quality Contracts in operation. However, we intend to adopt a pro-active approach to deliver this policy commitment to secure high quality public transport. Not only have we commissioned further research, but also we will work with other local government partners to identify means by which our shared objectives can be realised.
- 6.10 **Explore using existing licensing arrangements to ensure that taxi points are safe, well lit and stewarded.** We have supported and jointly funded the provision of Taxi Marshalls with the Business Improvement District (BID) at specific taxi ranks on key dates through out the year.
- 6.11 **Work with Welsh Government, transport users and operators to commission detailed studies into the feasibility of Demand Responsive Transport (DRT) services operating to neighbourhood shopping centres and major public services such as the two hospitals.** We are currently undertaking a feasibility study in relation to Demand Responsive Transport (DRT). In addition we have also explored the use of the Council Social Services transport to support the growth of community transport e.g a community bus service to North Gower using Social Services transport.
- 6.12 **Examine the co-ordination of bus and train services and examine creating a new bus-rail interchange.** We have reviewed possible bus service/rail service connections and improved connectivity by placing screens with information about buses in the train station and vice versa. Information has also been provided at bus stops near Railway stations.
- 6.13 **Explore the feasibility of introducing a discount entitlement card for teenagers up to 19 years old.** Working in partnership with First Cymru, we have introduced reduced bus fares for young people aged 16- 18 yrs

A Vibrant City Centre

- 6.14 **Reviewed the current road layout of the city centre with a view to phased simplification and improved accessibility for pedestrians and cyclists.** We have revised and simplified traffic signals on the Kingsway and the Boulevard (consultation is underway with city centre businesses/BID to assess the feasibility and impact of changes).

- 6.15 **Explore the feasibility of providing continuous covered walkways to guarantee weather proof shopping.** We have incorporated the feasibility of providing the city's main streets with continuous covered walkways to guarantee weather proof shopping within the development of our new city centre strategy.

Community Safety

- 6.16 **Introduce a comprehensive 20mph speed limit in residential areas across the city, explore introducing a 20mph speed limit on most roads in the city centre and appropriate speed limits in rural areas, in consultation with local communities.** We have introduced a 20 mph speed limit in roads to around 11 primary and secondary schools in Swansea, and is part of a £300,000 investment to make roads safer for children and other pedestrians.

7.0 Standing Up for High Quality Health and Social Services

Prevention not Failure

- 7.1 **A new emphasis on prevention and early intervention – investing in the conditions which maintain independence and support families rather than deal with the consequences of family breakdown.** Under the Sustainable Swansea strategy Prevention workstream, staff are working across the Council to map and analyse existing provision, developing a new assessment framework and pathway of support to ensure a coherent Team Swansea approach
- 7.2 **Explore the creation of a Social Impact Bond to help reform Children's Social Services, investing in new preventative services to help families care for their own children and to draw back to the city, children who are currently cared of 'out of county'** We have reduced the number of children needing out of county placements and are providing more support within the County. We have improved the interface with early intervention and prevention services such as Team Around the Family and Locality teams within Child and Family services (e.g Penderry, Townhill, East and West) are supporting children in their community more effectively

Localise Services

- 7.3 **Explore opportunities to relocate social services to work directly with the communities that they serve and co-locate them with other council services and partner agencies in these localities such as education, housing and health.** We have taken opportunities to re-locate provision in communities and with partner agencies where it appropriate. For example, we are working with ABMU to develop the Mayhill Family Centre – an integrated health and family support facility in Mayhill. In addition, we have also developed links through our Community Connectors initiative linking in localities through Health's five community networks; Llŵchwr, Cwmtawe, City Health, Penderri and Bay health

Working Together

- 7.4 **Improve the integration of systems, ensuring that there are more effective links between adult and children's services and between social services, education, and local health services.** In order to improve integration we have re-structured services within the Council and developed a regional approach e.g the Western Bay Health and Social Care programme for adults services. In addition, the prevention workstream of Sustainable Swansea, also includes a number of projects to assist integration such as a review of Out of County placements. One example of integration is a transition protocol for children and young people with disabilities in order to ensure that there is a smooth pathway for children as they move into adult services.

Public Interest above private profit

- 7.5 **Intervene in the market in social and residential care, to ensure, where provision is of the last resort, that there is a diverse range of suppliers, including not for profit, co-operative and social enterprise providers.** Our - Transforming Adult Social Services (TASS) strategy is developing commissioning plans based on shared service models, working within the Western Bay Regional Programme. We are also supporting interventions by new collaborative arrangements such as SEWIC and 4Cs. In addition, through our Sustainable Swansea strategy we are exploring the options to manage domicillary care in-house and are reviewing older people's services in the community with a view to developing a single model.

8.0 Standing Up for Better Housing

Affordable Housing

- 8.1 **Work with Welsh Government, housing associations and the private sector to increase the supply of affordable housing.** We have successfully bid for an extra £2.6m under the Welsh Government's Additional Capital Funding Programme and £1.6m under the Welsh Government's 'Smaller Properties' programme. These grants in addition to the £3m allocated to Swansea from the Social Housing Grant are being used by Registered Social Landlords to build more affordable homes
- 8.2 **Make public land available and using the planning system and, in partnership with others, develop innovative ways of raising the funds to deliver an increased supply of affordable housing,** We are exploring options with Registered Social Landlords and Planners to release land as part of the disposal programme

Putting People First

We said we would;

- 8.3 **Support independent living, provide improved options for older people.** We have commissioned, engaging with other stakeholders, an independent review of Older People's services with a view to developing a sustainable options for older people
- 8.4 **Increase funding for housing co-operatives and mutual housing.** We have considered scrutiny's study of affordable housing on 12th Nov 2013 and welcome approaches from co-ops and mutuals to help meet housing need, especially to tackle homelessness
- 8.5 **Prioritise those in need, especially the homeless.** An allocations policy is in place to ensure accommodation is provided based on need. We have strengthened partnership working with Registered Social Landlords and the Private Sector to ensure that there additional housing options to respond to housing need.

Improving Housing Quality

- 8.6 **Work with Welsh Government and tenants to explore innovative ways in which to improve the quality of social housing.** We have developed an annual business plan that aims to improve the quality of housing up to the Welsh Quality Housing Standard and sustain our ongoing consultation with tenants on the achievement of the WHQS by 2020.

Target HMOs for improved standards of management and maintenance

- 8.7 **Utilise the £11m in the Housing Revenue Account to improve council houses and provide a boost to the local construction industry.** We used £11m reserves to boost an ongoing Capital improvement programme, which will significantly upgrade council properties with refurbishments, fire alarms, DDA compliance, weatherproofing and insulation.

Empty Properties

- 8.8 **Take action to address the blight of empty properties and increase the supply of affordable housing.** We have secured 19 loans to date from the Welsh Government Houses to Homes Empty Property Loans fund. In addition, we have tasked our Housing Enforcement Team to address empty properties in Target Areas.

Community Regeneration

- 8.9 **Put housing at the centre of community regeneration and ensure that all community regeneration, including housing investment, is based on a 'Community Benefit' approach in delivering jobs and training opportunities.** We have incorporated the 'Community Benefit' clause within tender documentation for major capital projects such as the construction of the new site for Morriston comprehensive school, Burlais and Gowerton primary schools and the proposed works to High Rise Flats. In addition, we have lowered the threshold to £1m for community benefits increasing the number of schemes that contract with this policy commitment

9.0 Standing Up for the Best in Arts, Culture and Sport

Cultural Capital of Wales

- 9.1 **Draw up a refreshed Arts strategy.** We are undertaking a new review of the arts and culture in order to meet the needs and deliver the Swansea Wales City of Culture Commitment. The refurbished Glyn Vivian Art Gallery will re-open in 2015.

City of Sport

- 9.2 **Work with the Swansea, the Ospreys and Swansea University to create a premier 'Sports City' strategy.** We have held initial discussions with our partners about the development of a sports City strategy and the feasibility of delivering the Bryntawe Sports project in partnership with the Ospreys, Swansea City AFC and Swansea University. We are also supporting the development of the Sport village in co-operation with Swansea University and worked with partners to attract major events such as the Swansea Half-Marathon and the forthcoming IPC European Athletics and Dart 2 championships.

Creative City & County of Swansea

- 9.3 **Work with the arts community, Swansea Metropolitan University, Swansea University and others to promote and develop the creative industries and facilities for local artists and creative businesses, to enhance their contribution to local economic growth.** We are building upon the ideas generated within the City of Culture Bid and are currently seeking alternative funding to the Arts Council for Wales.

Dylan Thomas centenary

- 9.4 **Work with the Welsh Government and others to prepare for the Dylan Thomas centenary celebrations in 2014.** We will open the new Dylan Thomas exhibition in late summer and we have worked closely with Welsh Government and partners on Dylan Thomas 2014.

Heritage

- 9.5 **Explore the feasibility of establishing ‘Copperopolis’ (‘the Cu’) as a World Heritage site.** We are regenerating Hafod Copperworks in partnership with Swansea University through a mixed used development which brings the site back into beneficial use and celebrates its unique industrial heritage. The first phase has been completed (including interpretation panels, heritage trails, art work & interactive sound exhibitions) and a living history event has been held to celebrate the historic site. We will be working towards the next round of World Heritage Site designation in 2020.
- 9.6 **Examine the feasibility of a Blue Plaque scheme in Swansea to highlight those houses and buildings of historic interest.** We have established a Blue Plaque scheme and advisory group to manage the process and have granted five awards to; Peter Ham, Griffin John, Emily Phipps, William Grove, Ann of Swansea & Cwmdonkin Park. .

10. Standing Up for Stronger and Safer Communities

Community Action

- 10.1 **Follow the co-operative council model and ensure that the whole council elected members and staff – works together to empower local communities, enabling their voices to be heard and allowing them to own local issues.** We have explored how the Co-operative Council model has been implemented in other Local Authorities and identified areas of best practice in terms of co-operative working practices. The financial position of local government dictates that we not only must do things differently, but do different things. We need to be smarter and more enterprising, finding alternative ways of balancing the budget other than simply cutting services. An Innovation Zone has been created in the Civic Centre to facilitate staff involvement this process. Our new Innovation Programme includes looking at alternative forms of service delivery and how we support residents and communities to help themselves and forms an integral part of Sustainable Swansea – Fit for the Future.

Young Citizenship

- 10.2 **Where appropriate will ensure the implementation of the Rights of Children and Young Persons Wales Measure.** We have adopted the United Nations Convention on the Rights of the Child as Council Policy which means that rights of children and young people will be considered in the development of new policies. We are the first Council in the UK and Western Europe to do this and make this commitment to Children’s Rights. Almost 80% of schools in Swansea have signed up to becoming Rights Respecting schools.

- 10.3 **Will make Youth Unemployment its highest priority and require any Development or project to demonstrate how it will engage local young people, provide jobs and training places.** We have supported 130 young people gain training places or employment through our Bricks and Mortar programme.
- 10.4 **Promote citizenship in schools, seek to involve young people in a range of activities in our communities and initiate a county wide youth leadership programme.** Following a pilot phase in 2013 the 'Big Conversation' has now been developed into the Youth Forum for Swansea, which allows young people to explore what matters to them and other young people in an empowering and safe space. Almost 250 young people took part in the Big Conversation 2013 and 14 organisations working with young people were trained to implement the Big Conversation model.

Celebrate Diversity

- 10.5 **Value Swansea's various communities by celebrating diversity and each other's festivals to create a positive and cohesive sense of community and emphasising social justice and respect.** We have developed and delivered the community cohesion plan to ensure that work with asylum seekers and refugees and the city of Sanctuary are co-ordinated. We have produced and launched a hate crime strategy and strengthened our engagement mechanisms with groups e.g the LGBT Forum. We have carried out an Equality Impact Assessment for all new Council Policies and Plans. We have committed to 'Show Racism the Red Card' and in addition to our City of Sanctuary status are now exploring becoming a 'City of Compassion'.

Promote Community Safety

Anti-Social Behaviour

- 10.6 **Work with its partners to develop a carefully targeted use of ASBOs, an alley gating policy and investigate 'no cold calling' zones and prosecute breaches.** ASBO legislation is expected to be changing significantly in the near future. We have adopted an Alley gating policy and are establishing a number of no cold calling zones in order to reduce anti-social behaviour and improve perceptions of safety within our communities.

11. Standing Up for a Better Environment and Better Planning

Valuing our Environment

- 11.1 **Make a commitment to sustainable development by putting sustainable development at the heart of planning policies.** Swansea is the WG/WLGA model for the development of Sustainability practise. In order to ensure that sustainable development is at the heart of planning policies we have applied the

Preferred Strategy and Sustainability Appraisal in order to quality assure the progressing local development plan.

A 'greener' sustainable Swansea

- 11.2 **Encourage the highest standards of 'low carbon design' in all our Developments (Commit to maintain Green Dragon Level 5 within CB&PS and to BREEAM very good/excellent for all major projects depending on site constraints).** We have maintained our Green Dragon Level 5 within Corporate Property and Building Services and we were awarded a good BREEAM Assessment of the new Swansea Bus Station.
- 11.3 **Improve facilities in the city centre for pedestrians and cyclists and promote 'green corridors' across the City,** We have developed a Cycling Map for Swansea and secured £300,000 of funding from the Welsh Government's Local Transport fund to develop and sustain urban cycle routes within the City Centre Cycle Network project.
- 11.4 **Introduce a county-wide programme of eco-street light replacement, reducing the Council's carbon footprint and saving energy costs.** We have introduced a county-wide programme of eco-street light replacement, incorporating the use of LED lamps and dimming which reduces average carbon emissions by 60% in residential areas and by 40% over the whole lighting system.

Value our parks and open spaces

- 11.5 **Seek to protect and enhance Parks and Open spaces for the enjoyment of present and future generations, especially seeking the imaginative and sustainable use of open spaces in the city centre,** We have facilitated the restoration of capital works in Cwmdonkin Park and completed the improvements of Brynmelin Park and Brynydon Park. We have maintained and strengthened the quality of our parks – by maintaining 4 Green Flags and achieving an additional Green Flag. Seven of our parks are protected through Fields in Trust and the National Fields in Trust award was won by Parc William. We have developed and equipped 5 new play areas in our Target areas (Castle, Penderry, Townhill, Cockett and St Thomas) and opened 5 new satellite skate facilities. We have piloted the 'Play Streets' model as a means of increasing children's opportunities to engage in free and unstructured play in the community, in a safe way by closing roads at a specific time.
- 11.6 **Encourage the greater provision of allotments and garden sharing, particularly where publically owned land is available and appropriate for such use.** Working with the local community we have supported the development of the award winning Vetch Veg project, which promotes community cohesion and through gardening, art and social activities. The project has won numerous awards for community development and sustainability. In addition we have identified additional community growing spaces in other parts of

Swansea and produced a resource regarding land usage and requirements for growing on Council land. A further 10 allotment leases have been progressed, including a site in Townhill (Fairfield) – one of our target areas. We have also revised Communities First Cluster plans to ensure that the Healthier Lifestyle project will include cooking and growing sessions)

Greening our City & County of Swansea

- 11.7 **Commence a programme of ‘greening’ council programmes and buildings, starting with the use of renewable energy and micro-generation measures and making buildings more energy efficient.** We have implemented a programme within Council buildings to minimise carbon emissions and have achieved a target to reduce carbon emissions by 11% since 2009/10 (the base year). We have implemented a programme of installing SMART meters to non domestic Council buildings (95%) complete and have begun to install meters in Council houses from February 2014

Citizen and community engagement

We said we would

- 11.8 **Give a stronger voice to residents in the design of community-based facilities, such as the development of suburban shopping centres, transport and other neighbourhood schemes, by ensuring there is full citizen engagement, including young people.** We have worked with schools and communities to identify areas for inclusion in area based Safe Routes in Communities bids. Conducted an extensive consultation with residents on the preferred strategy and sustainability appraisal process of the Local Development Plan
- 11.9 **Work with Keep Wales Tidy, local communities and others to tackle the blight of litter making Swansea a ‘Tidy City’** As part of a high profile publicity campaign we have installed 60 additional dog waste bins across the city and appointed an enforcement partner to serve notices for littering and dog fouling offences.

12. Conclusion

- 12.1. This paper demonstrates some of the significant achievements which have been made by this Administration in its first two years of office. We have undertaken an extensive and robust review of the Council finances and have a sound future service and budget strategy – ‘Sustainable Swansea – Fit for the Future’ - which is vital to ensure that we can deliver the commitments in our Manifesto in the most effective way, generating the maximum benefits for the local economy and people living in local communities.

- 12.2 Our commitment to greater accountability, transparency and scrutiny in Council decision making has been demonstrated by our 'root and branch review' of democratic processes and our commitment to the highest standards of stewardship, beyond the standards required in the Local Government's Code of Conduct.
- 12.3 In terms of healing our divided city, we have placed anti-poverty at the top of our agenda and have made some significant improvements in terms of tackling the educational, economic and health inequalities in some of our poorest communities. We have started to regenerate some of our poorest communities - physical improvements are evident in our upgraded housing stock, improved street lighting, cleaner and greener streets and parks and facilities for children and young people. The green shoots of recovery are also evident in terms of more opportunities for children and young people in our target communities, greater training and employment opportunities and a growing sense of community cohesion and co-operation.
- 12.4 Challenges still remain and are very real as we face unprecedented cuts in funding and an increasing demand for public services. However, it is the nature of our response to meeting these challenges - working with our staff and local residents -which is fostering an entrepreneurial spirit of innovation and co-operation in order to build resilience and weather the storm.

13. Equality & Engagement Implications

- 13.1 Not applicable.

14. Financial Implications

- 14.1 Not applicable.

15. Legal Implications

- 15.1 Not Applicable.

Background Papers: City & County of Swansea Policy Commitments.