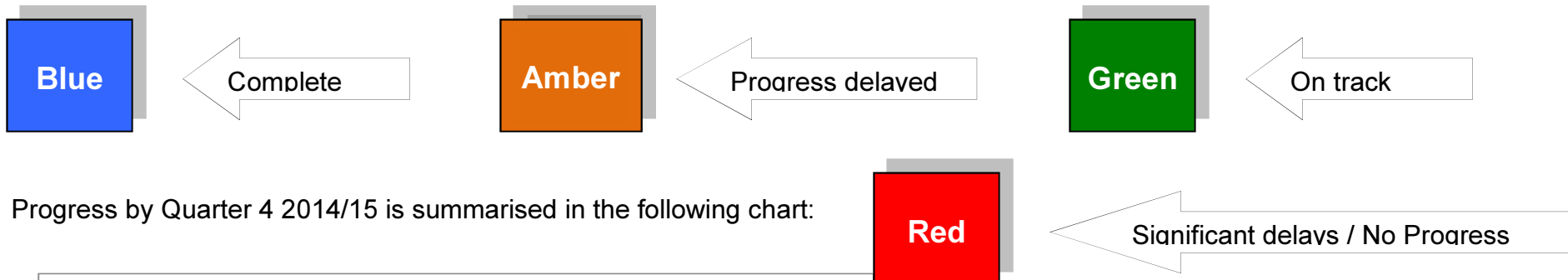


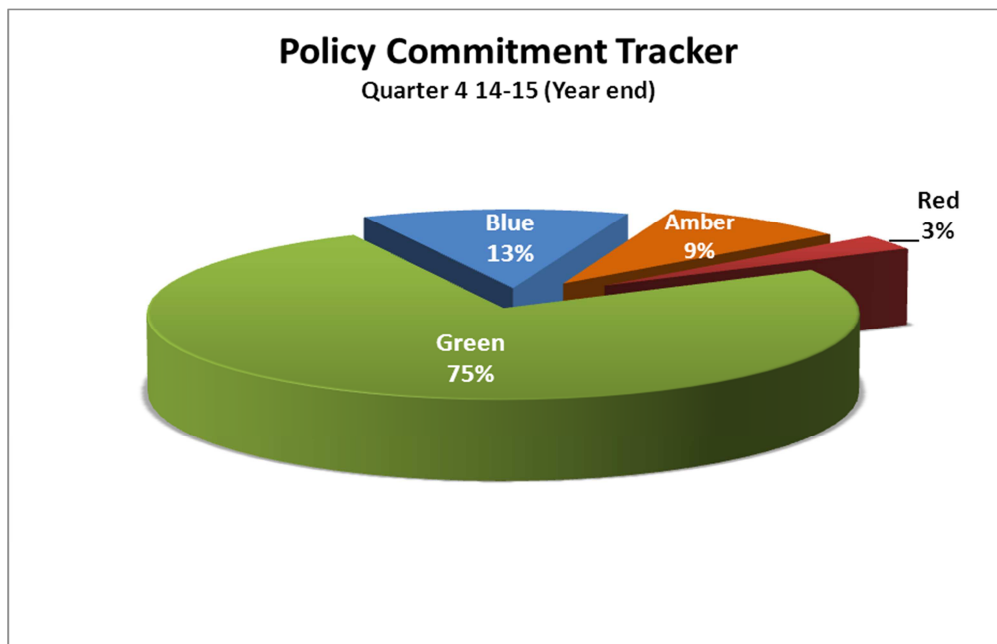
## Appendix D – Policy Commitments Tracker - by Manifesto Theme: Progress by Quarter 4 2014/15

The Policy Commitments represent the Council's key priorities for delivery and were adopted by Council on 26<sup>th</sup> July 2012. Policy Commitments vary in their nature, some have specific in year outcomes, and others are targets to progress toward over 5 or more years. The Policy Commitments Tracker describes and is used to monitor the Council's progress delivering the Policy Commitments.

Progress is denoted by a BRAG status as follows:



Progress by Quarter 4 2014/15 is summarised in the following chart:



## Policy Commitments Tracker, by Manifesto Theme

Standing Up for Strong Council Finances				
Policy Commitment	Anticipated Outcome	Milestones and steps to deliver it (including next steps)	Responsible Officer/ Cabinet Member	Progress during Qtr 4 2014/15 & RAG status <sup>1</sup>
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 (ref: 3.1)	A robust and rigorous financial model and budget strategy. A sound financial position.	The Budget Review Group has been established to review all aspects of the Council's budgets and a new Budget Strategy has been developed as part of Sustainable Swansea Cabinet approved the Sustainable Swansea delivery programme on 29 July 2014 Mid-term Budget Statement reported to Cabinet on 21 October 2014 Council Budget approval 24th February 2015  MTFP set out 3 year Directorate and Sustainable Swansea targets	Head of Financial Services & Chief Operating Officer(Property Assets) Leader Rob Stewart Cllr Clive Lloyd	<b>Amber</b>  Planned savings of 88% achieved for 2014/15; shortfall met through other savings  Asset review activity as part of Sustainable Swansea achieving savings ahead of target, through proactive and accelerated approach to accommodation strategy, area reviews and reduction of premises costs.  Review of assets / disposals taking place Review of Sustainable Swansea Delivery Programme taking place

<sup>1</sup> Blue = complete, Green = on track, Amber = progress delayed / concerns with delivery, Red = significant delays / no progress

Policy Commitment	Anticipated Outcome	Milestones and steps to deliver it (including next steps)	Responsible Officer/ Cabinet Member	Progress during Qtr 4 2014/15 & RAG status <sup>2</sup>
Seek to ensure that Council expenditure and other local public bodies make on the procurement of goods and services, for the benefit of the local economy, jobs and training. (ref: 3.4)	The benefits of Council expenditure and the expenditure of other public bodies is maximized in the local areas	Many contracts to date have incorporated social benefit clauses. Ongoing Beyond Bricks and Mortar initiative to be delivered in line with performance targets.  Expenditure in Swansea SA1 – SA8 improved from £79m 2011/12 to £93m 2014/15	Head of Economic Regeneration & Planning & Strategic Procurement Manager Leader Rob Stewart Cllr Robert Francis Davies	Green

Policy Commitment	Anticipated Outcome	Milestones and steps to deliver it (including next steps)	Responsible Officer/ Cabinet Member	Progress during Qtr4 2014/15 & RAG status <sup>3</sup>
Explore collaborative and innovative ways in which local services can be financed and delivered most efficiently. (ref: 3.4)	New models of service delivery which are collaborative and innovative	<i>Sustainable Swansea - Fit for the Future</i> is the Council's future service and budget strategy and provides the framework to agree which services we will provide in the future and the future model of delivery. Innovation Programme in place to support new thinking. Cabinet approved the Sustainable Swansea delivery programme on 29 July 2014. Re-commissioning programme agreed by Cabinet in December 2014.  Phase 1 commenced February 2015	Director of Corporate Services Leader Rob Stewart Cllr Clive Lloyd	Green

<sup>3</sup> Blue = complete, Green = on track, Amber = progress delayed / concerns with delivery, Red = significant delays / no progress

## Standing Up for Council Democracy

Policy Commitment	Anticipated Outcome	Milestones and steps to deliver it	Responsible Officer/ Cabinet Member	Progress during Qtr 4 2014/15 & RAG status
Implement a “Swansea Councillor Charter”, which is a higher standard of stewardship for Councillors beyond that anticipated in the Code of Conduct (ref: 4.5)	Excellent standards of stewardships displayed by Councillors	This commitment has been delivered and the Charter is in place. However, the real outcome will take longer to achieve and evidence. Evaluation to be undertaken after one year	Head of Democratic Services Cllr Clive Lloyd	<b>Blue</b>
Introduce a ‘Pledge on Standards’ and work with the Standards Committee in developing its democratic structures, ensuring fairness, equality & efficiency. (ref: 4.7)	Democratic structures are fair, equal and efficient.	This commitment has been delivered and the Pledge is in place. Evaluation to be undertaken after one year	Head of Democratic Services Cllr Clive Lloyd	<b>Blue</b>
Consult the Standards Committee and agree best practice with regard to new Committee structures & balance of representation aiming to promote efficiency of resource, equality of representation (ref: 4.8)	Democratic structures maximise the skills and knowledge within the Council. Democratic structures have equality of representation	All Political Group Leaders and the Chief Executive have individually met with the Standards Cttee. Members of the Standards Cttee now routinely attend Cllr training sessions, so they are trying to be more active with Cllrs to promote two way communication	Head of Legal, Democratic Services and Procurement Cllr Clive Lloyd	<b>Blue</b>

## Standing Up for a City of Learning

Policy Commitment	Anticipated Outcomes	Milestones and steps to deliver it	Responsible Officer/ Cabinet Member	Progress during Qtr 4 2014/15 & RAG status
Develop with partners a 10-year 'City of Learning' strategic plan for the city's lifelong education and training system. (ref: 6.5)	A clear coherent Learning Plan for the city's lifelong education and training system. Opportunities for learning and training for all.	Swansea Learning Partnership includes a range of learning providers working together to develop this strategic approach. Swansea was named as the UK's UNESCO Learning City and has adopted entrepreneurial skills as its key focus and has signed the Beijing Declaration on Learning City.	Director of People Cllr Jennifer Raynor Cllr Robert Francis Davies	<b>Amber</b>
Adopt a new dynamic relationship with schools, the further education college, the two universities and the city's employers. (ref: 6.5)	Effective collaborative relationships between the Council, schools, further education colleges, local universities and the city's employers.	Employment Training is exploring closer working with Gower College Swansea around Work Based Learning. The Swansea Guarantee continues to operate.	Director of Place (uni/employers) & Director of People (schools/FE) Cllr Jennifer Raynor Cllr Robert Francis Davies	<b>Red</b>  Work Based Learning 4 contract is being led by Gower College Swansea with Employment Training as a sub-contractor. Funding reductions from WG for 2015 onwards will affect provision and outcomes

Policy Commitment	Anticipated Outcome	Milestones and steps to deliver it (including next steps)	Responsible Officer/ Cabinet Member	Progress during Qtr 4 2014/15 & RAG status <sup>4</sup>
Encourage greater collaboration between schools. (ref: 6.6)	Effective collaboration between schools. Sharing best practice, resources and support between schools.	Expand the growing network of Professional Learning Communities (PLCs) across all Swansea schools. Put a regional network of System Leaders in place to support groups of PLCs	Chief Education Officer Cllr Jennifer Raynor	<b>Amber</b>  There are various types of PLCs already in place although they are not all called 'PLCs'. Swansea Secondary schools have established networks/ PLCs for all subjects not core. Collaborations between schools are being supported on a regional basis (School to School support).
Implement a programme for sharing best practice between teachers & schools. (ref: 6.6)	Best practice which is effectively shared between teachers and schools.	Continue to use Swansea Education forums and Swansea's 'Edunet Portal for Learning' to share best practice in Swansea schools	Chief Education Officer Cllr Jennifer Raynor	<b>Green</b>  Schools are expected to use the new Education Improvement Grant to forge partnerships.  A systematic performance directory ( <i>Deialog</i> ) is under development in the region. It will enable schools to partner with each other. Swansea's Portal

<sup>4</sup> Blue = complete, Green = on track, Amber = progress delayed / concerns with delivery, Red = significant delays / no progress

				development continues
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Policy Commitment	Anticipated Outcomes	Milestones and steps to deliver it	Responsible Officer/ Cabinet Member	Progress during Qtr 4 2014/15 & RAG status
Explore ways of improving pupil engagement and attendance. (re: 6.6)	Improved pupil engagement and attendance	Continue the significant focus and initiatives in place - Improve attendance so pupils engage more in learning. Reductions in exclusions. Reduction in NEETs.	HoS Education Inclusion Cllr Jennifer Raynor	<b>Green</b>  Attendance: There was significant improvement in both primary and secondary school attendance in 2013-14 which is being maintained in-year 2014-15. However, similar improvement in other authorities in 2013-14 affected comparative performance for schools and the authority. National ranking in published primary attendance improved from joint last to 18 <sup>th</sup> out of 22, while secondary attendance ranking slipped one place to 15 <sup>th</sup> . Exclusions 2013-14: The continuing downward trend in fixed exclusions of 5 days or less continued, although the average length of exclusions of more than 6 days remains

				a concern. There were 5 permanent exclusions, all secondary
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Policy Commitment	Anticipated Outcomes	Milestones and steps to deliver it	Responsible Officer/ Cabinet Member	Progress during Qtr 4 2014/15 & RAG status
<p>Introduce an ambitious, rigorous and supportive school performance framework. (ref: 6.6)</p>	<p>An ambitious, rigorous and support school framework</p>	<p>Implementing the School Effectiveness Framework. Use of the RSCIF to categorise schools and target support, challenge and intervention according to need.</p>	<p>Chief Education Officer Cllr Jennifer Raynor</p>	<p><b>Green</b></p> <p>There is a national model for School Improvement, superseding the School Effectiveness Framework. The new national categorisation system of schools was used for the first time in autumn 2014 and published in January 2015. There has been robust and consistent application of the new categorisation system in Swansea schools. Swansea schools' categorisation outcomes were strong – 17 Green, 42 Yellow, 18 Amber and only 3 Red.</p> <p>The new team of Swansea Challenge Advisers and Performance Specialists took up their posts in</p>



				September 2015. Their impact will be evaluated.
Raise educational standards and the performance of all schools and pupils in Swansea.  (ref: 6.7)	Improved educational standards and outcomes for all pupils	Implementing the School Effectiveness Framework. Introduction of Regional Challenge and Intervention Framework to targets / challenge / intervene according to need. Numeracy and literacy strategies.	Chief Education Officer HoS Education Inclusion Cllr Jennifer Raynor	<b>Green</b>  Good improvement in 2013-14 in all indicators, including new national reading and numeracy tests. Foundation Phase needs to improve more. As a result of the categorisation process, schools most in need of support to improve outcomes, or where there are concerns, have been targeted for support to improve.

<b>Policy Commitment</b>	<b>Anticipated Outcomes</b>	<b>Milestones and steps to deliver it</b>	<b>Responsible Officer/ Cabinet Member</b>	<b>Progress during Qtr 4 2014/15 &amp; RAG status</b>
Re-balance school funding to focus on need. <b>(ref: 6.7)</b>	School funding is re-balanced according to need	Maintain the management of Education funding as a 'One Education Budget'. Maintain the engagement with schools via the School Budget Forum and sub-groups - Visibility of all Education budget pressures and challenges and understand the implications on schools' delegated budget.	Chief Education Officer HoS Education Planning & Resources HoS Education Inclusion Cllr Jennifer Raynor	<b>Green</b>  Ongoing review via School Budget Forum /Joint Finance Group meetings and process. New Education Strategy Group established to examine all aspects of learning

				<p>provision.</p> <p>On track - annual challenges, changes to funding and changing needs are understood and addressed. This is reflected in longer term financial planning (e.g. service reviews) and Sustainable Swansea workstreams.</p> <p>Impact and mitigation of cuts imposed by the council on school funding in 2015-16 are being explored.</p> <p>SEN funding has been reviewed as part of a wider formula review and new integrated SEN allocation provided to schools in 2015-16.</p>
<p>Ensure 85% of Government education funding is delegated directly to school's budgets, with the remainder for targeted specialist school and teacher support.</p>	<p>85% of education funding is delegated directly to schools.</p>	<p>On-track to deliver 85% delegation by 2014/15. We have moved from 73.5% delegated to schools in 2011 to 82.9% delegated for 2013/14</p>	<p>Chief Education Officer HoS Education Planning &amp; Resources, HoS Education Effectiveness, HoS Education Inclusion &amp; Head of Finance (for the 85% delegated budget)</p>	<p><b>Green</b></p> <p>The delegation rate for 2015-16 is 84.3%. Had the Living Wage funding been added the rate would have been close to 85%</p>

(ref: 6.7)			Cllr Clive Lloyd	
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Policy Commitment	Anticipated Outcomes	Milestones and steps to deliver it	Responsible Officer/ Cabinet Member	Progress during Qtr 4 2014/15 & RAG status
Promote community-focused schools and 'family learning'. (ref: 6.7)	Enhanced literacy and numeracy skills and reducing disadvantage through engaging with families.	Provide a programme of basic skills as part of the local and national literacy and numeracy strategies. Promote community-focused schools and 'family learning'.	HoS Education Inclusion HoS Education Planning and Resources. Cllr Jennifer Raynor	<b>Red</b>  Family Learning/Essential Skills grant removed for 2015/16. Reduced central service to remain and some schools will fund provision themselves. Impact to be assessed.
Implement a Swansea Pledge to ensure all 18-24 year olds have access to quality employment, education, and enterprise or training opportunities. (ref: 6.10)	All 18 - 24 year olds have access to quality employment, education and enterprise or training opportunities.	The implementation plan of the Youth Progression and Engagement Framework is being developed, outlining how the Council will develop the Swansea Guarantee and provide support for NEETs.	Head of Poverty. Cllr Christine Richards	<b>Green</b>  Developing with Gower College. Careers Wales and Jobs Centre Plus looking at how to improve information sharing. Exploring an ESF bid for funding in terms of the early identification of NEETs aged 16 yrs +
Explore setting up a Swansea Skills Campus and a Swansea-wide apprenticeship scheme and seek support for this from other employers in	A skills campus and a Swansea wide apprenticeship scheme aiming to motivate learners and unemployed who lack ambition in relation to learning and progression.	A joint report has been prepared for Executive Board discussion. Subject to agreement, prepare a pilot of a Swansea wide apprenticeship scheme.	Head of Economic Regeneration & Planning Cllr Christine Richards	<b>Amber</b>  A report has been presented to Executive Board. The Poverty Forum Executive Board

the city. (ref: 6.10)				<b>is now considering the next steps. Inform Swansea is up and running with opportunities for Apprentices sought annually by the Council. A successor employability &amp; skills project is also being developed to replace the support provided by the former Workways project Job clubs and Youth services supporting people to access opportunities</b>
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## Standing Up for Jobs and Regeneration

Policy Commitment	Anticipated Outcome	Milestones and steps to deliver it	Responsible Officer / Cabinet Member	Progress during Qtr 4 2014/15 & RAG status
<p>Work with partners and the business community to promote Swansea Bay City region positively; to attract investment and creating the right conditions for jobs, businesses and wealth. <b>(ref: 7.1)</b></p>	<p>A more competitive and prosperous city region</p>	<p>Strategy adopted and City Region has been launched. Board meetings are taking place and project development underway. Support Unit for Board is under discussion. Knowledge Economy and Innovation Group established.</p> <p>Campaigns are underway to target potential, capitalising on both the sport and cultural opportunities. Pro-active targeting of potential investors.</p>	<p>Head of Economic Regeneration &amp; Planning &amp; Head of Culture, Sport, Leisure and Tourism</p> <p>Cllr Robert Francis Davies</p>	<p><b>Green</b></p> <p>Discussions with WEFO regarding funding for Knowledge economy projects has commenced and an update report for the City Region Board.</p> <p>Dylan Thomas 2014 destination marketing campaign completed. STEAM half year report demonstrates 6.8% growth in visitors and 9.4% growth in spend for the first 6 months of 2014 (full year report available in June) 11 Journalists hosted producing Advertising value of £313K and PR Value £939K (Coast, Radio Times, Express and Manchester Evening News)</p>

Policy Commitment	Anticipated Outcomes	Milestones and steps to deliver it	Responsible Officer/ Cabinet Member	Progress during Qtr 4 2014/15 & RAG status
<p>Seek a new strategic alliance with the city's two universities and support Swansea University in its creation of a Science and Innovation Campus and work with Swansea Metropolitan University to develop its expertise in the media and creative arts (ref:7.6)</p>	<p>A new alliance with the city's two universities The creation of a Science and Innovation campus Supporting Swansea Metropolitan university to develop its expertise in the media and creative arts.</p>	<p>Knowledge Economy &amp; Innovation Group established under auspices of City Region Board, to provide support to the universities in order to facilitate their development</p> <p>Developing the City of Culture Strategy. Further development of the partnerships underway associated with the submission of the Ideas, People and Places Bid to ACW in May 2014.</p>	<p>Head of Economic Regeneration &amp; Planning &amp; Head of Culture, Sport, Leisure and Tourism Cllr Robert Francis Davies</p>	<p><b>Green</b></p> <p>CCS and UWTSO Pledge signed</p> <p>Consultation initiated on a new Cultural Framework for publication in 2015; Discussions underway with the Universities to enhance the creative /cultural partnership opportunities, in particular around events; DT100; Hafod; Archives; Apprenticeships and development of the Glynn Vivian Art Gallery.</p>
<p>Work closely with the city's two universities, the Welsh Government and other partners to develop a 'Creative City Region' strategy and build Swansea as a science, technology and creative capital, developing a dynamic knowledge-based economy (ref: 7.6)</p>	<p>A Creative City Region. A strong focus on science, technology, with a dynamic knowledge economy</p>	<p>Strategy Adopted and City Region launched. Projects ideas under development, including knowledge &amp; innovation projects.</p> <p>Knowledge Economy &amp; Innovation Group established under auspices of City Region Board, to provide support to the universities and the private sector in order to facilitate their development</p>	<p>Head of Economic Regeneration &amp; Planning Head of Culture, Sport, Leisure and Tourism Cllr Robert Francis Davies</p>	<p><b>Green</b></p> <p>Thematic group for Creative Industries agreed by SBGRB.</p> <p>Discussions now initiated with both Universities around the Cultural Strategy and skills agenda, innovation and opportunity, especially around projects such as Hafod</p>

				Copperworks.
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Policy Commitment	Anticipated Outcomes	Milestones and steps to deliver it	Responsible Officer/ Cabinet Member	Progress during Qtr 4 2014/15 & RAG status
Working with others to create a clear, coherent and balanced approach to the city centre. (ref: 7.7)	A clear and improved city centre offer.	The city centre review includes public consultation & engagement to help shape the future development strategy. A “future cities” conference with international speakers has been held.	Head of Economic Regeneration & Planning Cllr Robert Francis Davies	<b>Green</b> Conference held. City Centre Framework Review prepared and consultation undertaken. Launch events hosted and marketing of key sites undertaken. Procurement underway.
A City Centre strategy in line with the principles of good urban design. (ref: 7.7)	An improved city centre offer which is based on good urban design.	The city centre review includes public consultation & engagement to help shape the future development strategy and support future funding bids.	Head of Economic Regeneration & Planning Cllr Robert Francis Davies	<b>Green</b> Conference held. Centre Framework Review prepared and consultation undertaken

Policy Commitment	Anticipated Outcome	Milestones and steps to deliver it	Responsible Officer / Cabinet Member	Progress during Qtr 4 2014/15 & RAG status
Plans for a sustainable transport system (City Centre). (ref: 7.7)	A sustainable city centre transport system. Reduced pollution and congestion. Healthier and more active lifestyles	Sustainable modes of transport are being developed as part of our Regional Transport Plan. The Cycle Action Plan has been agreed, The Swansea Bay City Region Board has identified the City Centre and sustainable connectivity as a	Head of Highways & Transportation Cllr Mark Thomas	<b>Green</b>

		priority for action. The introduction of the Active Travel Act and the responsibilities on Local Authorities to map current and aspirational cycle routes, make progress on improving facilities and promoting walking and cycling will support this policy commitment.		
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Policy Commitment	Anticipated Outcomes	Milestones and steps to deliver it	Responsible Officer/ Cabinet Member	Progress during Qtr 4 2014/15 & RAG status
Improve perceptions of our city as a place to work, to visit and to live. (ref: 7.7)	An increase in positive perceptions about Swansea city centre being a positive place to work, visit and live.	The city centre review includes public consultation & engagement to help shape the future development strategy. A “future cities” conference with international speakers has been held. Vibrant & Viable Places funding has been awarded and City Region Board support has been secured to commence discussions with WEFO regarding EU funds. A launch of the revised strategy and development prospectus will take place in the New Year.	Head of Economic Regeneration & Planning Cllr Robert Francis Davies	<b>Green</b>  Discussions held with WEFO and WG regarding the Realising the Potential delivery. Conference held. City Centre Framework Review prepared and consultation undertaken. Launch events hosted and marketing of key sites undertaken. Procurement underway.

Policy Commitment	Anticipated Outcomes	Milestones and steps to deliver it	Responsible Officer/ Cabinet Member	Progress during Qtr 4 2014/15 & RAG status
Aim to enhance our public spaces and adopt a coherent approach to our city’s built	Enhanced public spaces and coherence in relation to the city’s built heritage	Cabinet have agreed a buildings at risk strategy and have allocated funding from the Regeneration	Head of Economic Regeneration & Planning Cllr Robert Francis	<b>Green</b>  Works to the Palace



heritage and empty properties. (ref: 7.7)	and empty properties	Assistance Grant in order to support a prominent listed building at risk. In addition, an empty property officer is employed in Housing and Public Health, to help bring empty residential properties back into use. The city centre review includes public consultation & engagement to help shape the future development strategy. This work has a significant urban design input.	Davies	Theatre undertaken to protect the building. City Centre Framework Review prepared and consultation undertaken. Launch events hosted and marketing of key sites undertaken. Procurement underway
Seek to increase the number of people living in our city centre and improve the mix of housing type and tenure. (ref:7.7)	An increase in the number of people living in the city centre and an improvement in the mix of housing type and tenure	An allocation of £8.4m has been awarded by WG – Vibrant and Viable Places funding to support the Council's Realising the Potential programme, which includes a significant quantity of new and refurbished properties within the city centre.	Head of Economic Regeneration & Planning Cllr Robert Francis Davies	<b>Green</b> RtP programme delivery and monitoring underway. Spend and outcomes achieved for 2014/15.

Policy Commitment	Anticipated Outcome	Milestones and steps to deliver it	Responsible Officer / Cabinet Member	Progress during Qtr 4 2014/15 & RAG status
Work with businesses and local communities to support imaginative and sustainable development of smaller suburban retail centres. (ref: 7.8)	The development and sustainability of smaller suburban retail centres.	Regeneration funding and RDP funding is currently being deployed in eligible areas, providing support for projects that enhance and create opportunities. District Regeneration Assistance Grant - Flexible funding to support a range of business activities, has been awarded to businesses following the invitation and assessment of	Head of Economic Regeneration & Planning Cllr Robert Francis Davies	<b>Green</b> RDP programme delivery ongoing. RAG assistance was allocated in 2013/14 and discontinued in 2014/15. Report prepared and presented to CAC to discuss District Centres.

		bids.		
Tackle Poverty and unemployment, especially among young people and within the most deprived communities. Draw up and implement an anti-poverty action plan for the city (ref: 7.9)	The development and implementation of an anti-poverty plan. The reduction of poverty and unemployment, especially within the most deprived areas	A poverty strategy, action plan and performance framework have been agreed. Reviewing internal Poverty forum. Launched external Swansea Partnership Poverty Forum	Director of People and the Head of Poverty and Prevention  Leader, Rob Stewart  Cllr Will Evans	<b>Blue</b>  A strategy, action plan and performance framework have been developed and the action plan is being implemented.  Implemented the LIFT programme with Communities First areas (Penderyn) Preparing for the introduction of Communities 4 Work.  Revised the Poverty forum and re-launching the Swansea Partnership Poverty forum

Policy Commitment	Anticipated Outcome	Milestones and steps to deliver it	Responsible Officer / Cabinet Member	Progress during Qtr 4 2014/15 & RAG status
Explore with Swansea's Credit Union, new ways it can use the extra powers provided by the last Government to make loans to micro businesses, to support expansion of local economic activity in our city.	Loans are available to individuals for small business set up.	There is limited capacity here as LASA Credit Union does not have a specific product for Micro Business in terms of loaning money to existing businesses. It does however have capacity to offer small loans to individuals who wish to set up a small business e.g. self	Head of Poverty and Prevention  Cllr Will Evans	<b>Blue</b>

(ref: 7.12)		employment. This could form the basis of a future SLA arrangement with the Credit Union		
With other public sector employers explore the feasibility of implementing a 'Living Wage' for those employed on low incomes. (ref: 7.12)	Encourage other employers in the city to pay the present Living Wage rate of £7.45 per hour to any staff under this at present.	The Council has implemented the Living Wage in April 2014. Ongoing support for this important aspect of alleviating in-work poverty needs to be driven forward via the LSB	Head of Poverty and Prevention  Cllr Will Evans	<b>Green</b>  Swansea University is looking at implementing the Living Wage

Policy Commitment	Anticipated Outcome	Milestones and steps to deliver it	Responsible Officer / Cabinet Member	Progress during Qtr 4 2014/15 & RAG status
Work with Moneyline Cymru and the local credit union to help low-income citizens with affordable loans and personal finance. (ref: 7.12)	An appropriate range of banking provision including; a saving, loan and payment function is available across Swansea.	Financial Inclusion Steering Group – readiness for Universal Credit action plan to be developed and progress overviewed by the CCS Poverty Forum Housing SLA for rent arrears	Head of Poverty and Prevention Cllr Will Evans	<b>Green</b>  The Financial Inclusion Steering group An initial plan has been established and work is in hand to complete the District Partnership agreement with DWP

Policy Commitment	Anticipated Outcome	Milestones and steps to deliver it	Responsible Officer / Cabinet Member	Progress during Qtr 4 2014/15 & RAG status
Work with organisations such as Swansea Citizens' Advice Bureau and make targeted use of schemes such as Community First, to	To increase the accessibility and consistency of advice in relation to benefits for families living in deprived	The Tackling Poverty Unit is providing Welfare Rights advice and training to frontline staff across the CCS and partner organisations. This is increasing the capacity to ensure	Head of Poverty & Prevention lead Cllr Will Evans	<b>Green</b>  Additional welfare rights workers have assisted in raising £838,088.94, held 142 appointments and

<p>enhance the Council's existing Welfare Rights Unit to help low-income families, including working parents with children. (ref: 7.13)</p>	<p>areas.</p>	<p>that low income families have access to benefits advice and support Communities First staff are working closely with the CAB to ensure that any outreach is getting to the people who need support and helping CAB get new clients. The SIU are liaising closely with the Prosperous Officers maximising their support to those in need. The Tackling Poverty Unit supports the work of the Financial Inclusion Steering Group – a multi-agency working group that is developing an action plan to ensure readiness for Universal Credit. Partners include: CAB, Age Cymru Swansea Bay, Coastal Housing, Family Housing Association, Gwalia, Credit Union, Moneyline Cymru as well as a number of CCS Departments.</p>		<p>provided 213 advice line sessions.  Communities First Work is in hand to maximise the impact that can be achieved by Communities First Prosperous officers are making best use of the skills and expertise available via CAB and the Welfare Rights team</p>
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Policy Commitment	Anticipated Outcomes	Milestones and steps to deliver it	Responsible Officer/ Cabinet Member	Progress during Qtr 4 2014/15 & RAG status
<p>Work with Welsh Government and other key partners in the city region such as industry, our universities and other local authorities to exploit opportunities in key sectors such as green</p>	<p>A more competitive and prosperous city region. Effectively managed destination, improved visitor experience.</p>	<p>Strategy Adopted and City Region launched. Projects under development. Knowledge Economy and Innovation Group established to facilitate project delivery in key sectors. Low carbon initiatives under feasibility assessment, including</p>	<p>Head of Economic Regeneration &amp; Planning  Head of Culture, Sport, Leisure and Tourism Cllr Richard Francis</p>	<p><b>Green</b>  The KE&amp;I group is progressing the development of project ideas, having been endorsed by the SBCRB. Further feasibility</p>

<p>energy, quality tourism, high value manufacturing, life sciences, ICT and the creative industries. (ref: 7.14)</p>		<p>CREES and district heating. Developed a Sustainable Destination Management Plan - Swansea Campaigns are underway to target potential visitors, capitalising on both the sport and cultural opportunities. Re-branded Tourism Offer. Pro-active targeting of potential investors.</p>	<p>Davies</p>	<p>undertaken on CREES and District Heating.</p> <p>Destination Marketing Plan complete and running. DT Centenary Year complete – legacy programme in development.</p> <p>New Beaches Management Group established to protect and enhance Blue Flag beaches and connectivity with the surrounding amenities and attractions.</p>
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Policy Commitment	Anticipated Outcomes	Milestones and steps to deliver it	Responsible Officer/ Cabinet Member	Progress during Qtr 4 2014/15 & RAG status
<p>Develop and implement a quality sustainable tourism action plan to maximize the economic benefit for the city. (ref: 7.15)</p>	<p>A sustainable tourism action plan</p>	<p>Incorporate Sustainability into Tourism decision-making at all levels. Prepare Sustainability Policy/Guidelines for C&amp;T. Incorporate at all levels of Dept - Environmental, economic and social benefits to local, regional and national level. Destination Management Plan in progress signed approved by Cabinet in Dec 2013</p>	<p>Head of Culture, Sport, Leisure and Tourism Cllr Richard Francis Davies</p>	<p><b>Green</b></p> <p>Cllr RFDavies now the chair of the Steering group. DMP Complete – see 7.14 above. Beaches Management Group established – as above.</p>

## Standing Up for Strong Transport Links

Policy Commitment	Anticipated Outcome	Milestones and steps to deliver it	Responsible Officer / Cabinet Member	Progress during Qtr 4 2014/15 & RAG status
Complete Swansea's Park & Ride system with a scheme for the west of the city. (ref: 8.1)	Park and ride system in the west of the city.	Feasibility work to be undertaken on possible site at former Emmanuel Grammar school, but it is not in an ideal location. Key challenge is lack of capital and revenue funding which would be required.	Head of Highways & Transportation. Cllr Mark Thomas	<b>Red</b>
Work with the Welsh Government, neighbouring local authorities, transport users and providers to develop a sustainable transport plan for the city and region (ref: 8.2)	To develop a sustainable transport plan for the city and region	Work will be undertaken with Swansea Bay City Region Board and other South West Wales authorities to support sustainable transport in Swansea. A Transport Adviser to the Board has been seconded and a joint local Transport plan will be submitted to the WG by January 2015.	Head of Highways & Transportation Cllr Mark Thomas	<b>Green</b>  Information was issued to WG in January 2015
Work with the Welsh Government to lobby the Government in London to extend the electrification of the main line from London to Swansea. (ref: 8.3)	An extension of the electrification of the main line from London to Swansea	An extensive lobbying exercise was undertaken collaboratively through the South West Wales councils and SWWITCH, and in partnership with local private sector representatives. This commitment has now been completed.	Head of Highways & Transportation Cllr Mark Thomas	<b>Blue</b>

Policy Commitment	Anticipated Outcome	Milestones and steps to deliver it	Responsible Officer / Cabinet Member	Progress during Qtr 4 2014/15 & RAG status
Explore with Welsh Government the creation	To develop a Joint Transport Authority for Swansea and	From the 1 April 2014, funding for transport has been redirected to	Head of Highways & Transportation	<b>Green</b>

of a Joint Transport Authority for Swansea and the wider city region. (ref: 8.3)	the wider region.	local authorities with input from the City Region Board. Details of arrangements for strategic transport planning and interface with the city regions to be confirmed.	Cllr Mark Thomas	
Explore the introduction of 'oyster'-style travel cards (ref: 8.3)	To provide 'oyster style' travel cards, discounts and benefits.	The Welsh Government Bus Policy Advisory Group report published in June 2014 has recommended that further work be undertaken by the Fair Fares project to determine action needed to establish an all Wales ticketing system with interavailability between bus operators and with the rail network.	Head of Highways & Transportation Cllr Mark Thomas	Amber

Policy Commitment	Anticipated Outcome	Milestones and steps to deliver it	Responsible Officer / Cabinet Member	Progress during Qtr 4 2014/15 & RAG status
Seek to follow NICE (National Institute for Health & Clinical Excellence) Guidance on Physical Activity and the Environment. (ref: 8.4)	Interventions and activities are based on sound and robust evidence and evaluated practice.	Creating a Healthy and Active Swansea Action Plan aims to improve the health and wellbeing for everyone across the City and County - A Vision for Swansea; "The Most Active, Healthy and Informed city in the UK, where a healthy lifestyle is the norm".	Head of Culture, Sport, Leisure and Tourism. Cllr Mark Child	Green  3.47m million physical activity visits achieved (target 3.4 million) On target to achieve 11% of 11-16 year olds participating in 20 or more extra-curricular sporting and physical activity opportunities No. of visits to sport and leisure centres per 1000 population achieved 8,581 (target 8,452).

				<p>69% of clients referred to the national exercise scheme due to ill-health / obesity still active after 12 months (target 60%)</p> <p>Swan Linx project – health related fitness measures with Swansea University. 900+ young people years 5 and 6 have been tested. Looking at health, nutrition and latent demand.</p> <p>HAPPEN – Swansea schools health network.</p> <p>Health Board – 2 weight management programmes with Weight Watchers - Pilot scheme with National Exercise Referral Scheme and Weight Watchers in Penderry and Llchwyr.</p> <p>Physio Community classes in Penlan and Penyrheol based on the leisure centres – good route into NERS and activities.</p>
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<b>Policy Commitment</b>	<b>Anticipated Outcome</b>	<b>Milestones and steps to deliver it</b>	<b>Responsible Officer / Cabinet Member</b>	<b>Progress during Qtr 4 2014/15 &amp; RAG status</b>
Adopt the 'Wheelrights' Manifesto' and seek to significantly increase	Improved cycling and walking routes – safer, quicker and more cost effective.	The Wheelrights manifesto has been adopted. Working with Wheelrights and Sustrans, the	Head of Highways & Transportation. Cllr Mark Thomas	<b>Green</b>



access to safe, quicker and more cost effective cycle & walking routes through many areas of the city. (ref: 8.5)		council are implementing the city centre cycling network. Additional cycle links along Princess Way and Pleasant Street will be completed in 2014-15. A map of cycling routes in the centre centre has been published. A Swansea Bay Cycling Commuter Routes tube style map has been produced in conjunction with Neath Port Talbot CBC. Cycle links from residential areas to the city centre have been included in the draft Local Transport Plan Programme for Swansea to be submitted to WG in January 2015		
Encourage quality cycle training in schools and for adults. (ref: 8.5)	An increase in cycling and improved levels of road safety whilst cycling.	A programme of cycle training for school children and police officers has been delivered. However, this is likely to be reduced following a reduction in Welsh Government funding	Head of Highways & Transportation. Cllr Mark Thomas	Amber

Policy Commitment	Anticipated Outcome	Milestones and steps to deliver it	Responsible Officer / Cabinet Member	Progress during Qtr 4 2014/15 & RAG status
Encourage the emergence of the electric car and explore local authority controlled car parks being equipped with electric car recharging points. (ref: 8.6)	The great use of electric cars with Local Authority car parks fitted to facilitate their use.	The Council are currently piloting the use of 9 electric cars within their corporate Building and Property service department and if it is successful, it will be rolled out further. A feasibility study is being undertaken in relation to the installation of electric car charging points at key sites in the city.	Chief Operating Officer Head of Highways & Transportation Cllr Mark Thomas	Green  9 electric cars are now on fleet, with 2 more due mid 2015. The Low Carbon Swansea electric vehicle group is awaiting the next announcement of funding opportunities from the

				Office of Low Emission Vehicles (OLEV) postponed due to elections, to determine feasibility of bid. Electric vehicle roadshow being held by LCS mid June with CCoS electric vehicles available to trial. CCoS preparing to install charge points for fleet vehicles at Civic and Pipehouse Wharf depot (part grant funded) to change pool cars to electric where suitable.
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Policy Commitment	Anticipated Outcome	Milestones and steps to deliver it	Responsible Officer / Cabinet Member	Progress during Qtr 4 2014/15 & RAG status
Consider introducing a Quality Bus Partnership and Quality Bus Contract between the Council and bus operators. Simplified services, improved bus priorities and service frequencies, especially to poorer communities, plus a simplified fares system. (ref: 8.8)	Improved and simplified services and fares, especially within deprived communities	A feasibility study has been undertaken in relation to the introduction of a Bus Quality Contract Scheme. However, the research concluded that it was very costly to implement at a time of financial uncertainty for the Council and that there was no evidence elsewhere in the UK of a Bus Quality Contract Scheme being implemented. The Cabinet Advisory Committee will be considering the feasibility of a Quality Bus Contract in the next few months. Voluntary	Head of Highways & Transportation Cllr Mark Thomas	Amber

		Bus Partnerships are currently being investigated by Officers as a potential alternative which can be implemented more quickly and with less long term financial commitment.		
Using existing licensing arrangements to ensure that taxi points are safe, well lit and stewarded.  (ref: 8.9)	Safe, well lit and stewarded taxi points	The Council have supported and jointly funded the provision of Taxi Marshalls with the Business Improvement District (BID) at specific taxi ranks on key dates through the year.	Head of Housing & Public Protection lead Cllr Mark Child	<b>Green</b>  Ongoing work, i.e. Licensing officers undertake regular out of hours enforcement and carry out visits to the taxi ranks.

<b>Policy Commitment</b>	<b>Anticipated Outcome</b>	<b>Milestones and steps to deliver it</b>	<b>Responsible Officer / Cabinet Member</b>	<b>Progress during Qtr 3 2014/15 &amp; RAG status</b>
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 city's two main hospitals. (ref: 8.10)	Transport which is responsive to local needs and access to key resources and facilities.	The council implemented a community bus service to North Gower using a Social Services' transport vehicle was implemented in February 2014 and a further 3 community bus routes, started in August 2014. Sections of these services operate on a demand responsive basis. The feasibility of a Wheels to Work scheme in conjunction with other Councils in South West Wales is being investigated	Head of Highways & Transportation Cllr Mark Thomas	<b>Green</b>
Reintroduce a 'real time' passenger information	Real time information for passengers	Real Time Information is in place on the Metro route and is included as a	Head of Highways & Transportation	<b>Amber</b>

system. (ref: 8.10)		project within the Regional Transport Plan and the draft Local Transport Plan. This can be progressed subject to funding and bus operator involvement. A bid for Local Transport Funding was submitted to Welsh Government in February to undertake a feasibility study into expanding Real Time Information provision in Swansea. This bid was unsuccessful but it is proposed that a further bid be submitted in future.	Cllr Mark Thomas	
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Policy Commitment	Anticipated Outcome	Milestones and steps to deliver it	Responsible Officer / Cabinet Member	Progress during Qtr 4 2014/15 & RAG status
Examine creating a new bus-rail interchange at Swansea rail station. (ref: 8.11)	Greater connectivity between bus and rail services.	The Council have undertaken a review of bus service/rail service connections and improved connectivity by placing screens with information about busses in the train station and vice versa	Head of Highways & Transportation Cllr Mark Thomas	Blue
Carry out studies, with local bus companies, to explore the feasibility of introducing a discount entitlement card for teenagers up to 19 years old. (ref: 8.12)	Discounted bus fares for young people aged 16-18 years.	Working in partnership with First Cymru, we have introduced reduced bus fares for young people aged 16 – 18 yrs	Head of Highways & Transportation Cllr Mark Thomas Cllr Christine Richards	Blue
Examine providing the city centre's main streets with continuous covered	The introduction of covered walkways to guarantee weather proof shopping.	An assessment will be carried out as part of the review of the City Centre Strategic Framework. If	Head of Economic Regeneration & Planning.	Green Scheme proposals are

walkways to guarantee weather proof shopping. (ref: 8.14)		feasible, proposals could be implemented as part of the Realising the Potential infrastructure projects.	Cllr Robert Francis Davies	currently being prepared by developers for a new retail scheme and links to the waterfront. Details of the proposals will emerge in coming months.
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Policy Commitment	Anticipated Outcomes	Milestones and steps to deliver it	Responsible Officer/ Cabinet Member	Progress during Qtr 4 2014/15 & RAG status
Review the existing city centre road system with a view to a phased simplification and improved accessibility for pedestrians and cyclists. (ref: 8.15)	Simplification of the city centre road system and improved access for pedestrians and cyclists.	Traffic signals team have been reviewed, revised and simplified on Kingsway. Traffic signals team have also made improvements on the Boulevard. Consultation with city centre businesses / BID has commenced to assess the feasibility and impact of more substantial changes	Head of Highways & Transportation Cllr Mark Thomas	<b>Green</b>
Examine the feasibility of introducing a comprehensive city centre parking system and adopting a more flexible charging regime in local authority controlled car parks.  (ref:8:15)	A comprehensive city centre parking system and flexible charging regime.	Initial review of parking tariffs undertaken. New pay and display machines have been provided. This will provide better intelligence on the impact of changes to parking tariffs. Actions for the parking review have been completed. Sunday charging proposals have been brought forward for member consideration. A further review of the parking tariffs will be undertaken.	Head of Highways & Transportation Cllr Mark Thomas	<b>Green</b>

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<b>Policy Commitment</b>	<b>Anticipated Outcomes</b>	<b>Milestones and steps to deliver it</b>	<b>Responsible Officer/ Cabinet Member</b>	<b>Progress during Qtr 4 2014/15 &amp; RAG status</b>
Introduce a 20mph speed limit in residential areas across the city, examine introducing a 20mph speed limit on most roads in the city centre and appropriate speed limits in rural areas. <b>(ref: 8.16)</b>	Reduced traffic speed and improved safety, and perception of safety, around schools. Encourage walking and cycling to school.	A 20mph speed limit has been introduced in roads around 11 primary and secondary schools. A comprehensive package addressing the majority of schools in Swansea has been approved by Cabinet members for Place and Education, and the package is being delivered through a rolling programme.	Head of Highways & Transportation Cllr Mark Thomas	<b>Green</b>

### **Standing Up for High Quality Health and Social Services**

<b>Policy Commitment</b>	<b>Anticipated Outcome</b>	<b>Milestones and steps to deliver it</b>	<b>Responsible Officer / Cabinet Member</b>	<b>Progress during Qtr 4 2014/15 &amp; RAG status</b>
Ensure a new emphasis in Social Services on prevention and early intervention - investing in the conditions which maintain independence and support families, rather than dealing with the consequences of family break down. <b>(ref: 9.4)</b>	Preventing problems from occurring and/or intervening at early stage when problems first present, in order to prevent additional needs from escalating and becoming more complex, requiring specialist intervention	The new emphasis on prevention & early intervention services, focuses on the development of strengthening universal approaches, identifying risk and promoting resilience,. Under the Sustainable Swansea Prevention workstream, staff will mapping and analysing existing provision, developing a new assessment framework and pathways of support to ensure a coherent Team Swansea approach.	Director of People Head of Poverty and Prevention Cllr Jane Harris Cllr Christine Richards	<b>Green</b>  Prevention workstream in Sustainable Swansea – Invest to Save Prevention Fund. There is a full list of preventative projects which have been agreed. These projects have been developed in conjunction with Social Services – Child and Family and Adults, and include Local

				Area Coordination, Adult Family Group Conferencing, Turn up and fix it and Volunteering and Befriending
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Policy Commitment	Anticipated Outcomes	Milestones and steps to deliver it	Responsible Officer/ Cabinet Member	Progress during Qtr 4 2014/15 & RAG status
Investigate the creation of a Social Impact Bond to help reform Children's Social Services, investing in new preventive services to help families care for their own children, and to draw back to the city, children who are currently cared for 'out of county'. (ref: 9.4)	To increase the number of children cared for out of county – back into the city and to support families care for their own children	We have developed a 5 year strategy for Looked After Children in order to reduce the number of children requiring Out of County care. We are improving the interface with early intervention and prevention services, such as Team Around the Family (TAF). Locality teams within Child and Family services e.g. Penderry, Townhill, East and West, are supporting children in their local community more effectively	Director of People Head of Poverty and Prevention Head of Child & Family Services Cllr Christine Richards	<b>Green</b>  The Prevention work stream of Sustainable Swansea is taking forward the project on the Continuum of support available to children and families to develop a more integrated model Further work is taking place between Child and family services and Education on Out of County placements.

Policy Commitment	Anticipated Outcome	Milestones and steps to deliver it	Responsible Officer / Cabinet Member	Progress during Qtr 4 2014/15 & RAG status
Relocate social services to work directly in the communities they serve and co-locate them with	To increase the number of support services offered by Social Services and their partners in the communities	We have taken opportunities to re-locate provision in communities and with partner agencies where it is appropriate and achievable. For	Director of People Chief Operating Officer (Social Services) Head of Adult Services	<b>Green</b>  Through a jointly agreed Integration Plan, and

<p>other council services and partner agencies in these localities, such as education, housing and health. (ref: 9.5)</p>	<p>in which they serve.</p>	<p>example, we are working with ABMU to develop t integrated health and family services to older people and people with disabilities through the development of 3 network hubs working within local communities,</p>	<p>Head of Child and Family Services Cllr Jane Harris</p>	<p>statement of intent, we are continuing to working closely with Health partners, ABMUHB to support older people and people with chronic conditions</p> <ul style="list-style-type: none"> <li>-Common Access Point for all health and social care referrals in the community</li> <li>-Community Network Hubs in which health and social care staff are co-located and scheduled to be operational by the end of 2014/15.</li> <li>- New pathways to achieve independence(1 yr grant funded by Welsh Govt. Intermediate Care Fund.</li> <li>- Joint Commissioning</li> <li>- 3 Integrated Network Hubs &amp; 1 Community Services Hub in which health and social care staff are co-located and working together</li> <li>- New pathways to independence and effective discharge through Intermediate Care Tier</li> <li>- Joint Commissioning to</li> </ul>
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				achieve best value
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Policy Commitment	Anticipated Outcomes	Milestones and steps to deliver it	Responsible Officer/ Cabinet Member	Progress during Qtr 4 2014/15 & RAG status
Better integrate systems, ensuring far more effective links between adult and children's services and between social services, education and local health services. <b>(ref: 9.6)</b>	Integrated pathways of support across departmental and organisational boundaries.	The Council has restructured to ensure that such links and integration of systems are made. The Prevention workstream in the Sustainable Swansea strategy contains a number of projects to enhance this further. A Transition protocol has been developed to provide a clear pathway to adulthood for disabled young people in Swansea. Integration with health services is a key priority that is being pursued on a regional level through Western Bay collaborative arrangements, and at a local level through a newly established Integration Board between health and social services.	Director of People Chief Operating Officer Social Services Chief Education Officer Cllr Jane Harris Cllr Christine Richards	<b>Green</b>  The Prevention work stream of Sustainable Swansea is taking forward a project on the Continuum of support to children and families to develop a more integrated model. Local Transition support is to be located at the front door to make greater use of prevention and early intervention services such as Coastal and Supporting People as the enablers of wellbeing. There are also opportunities for regional commissioning re. transition and integrated services.  Support through transition is now identified at age 18 yrs, and aims to make greater use of prevention and early intervention

				services such as Local Area Coordination, Supporting People and supported employment. There are also opportunities for regional commissioning re. transition and integrated services.
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Policy Commitment	Anticipated Outcomes	Milestones and steps to deliver it	Responsible Officer/ Cabinet Member	Progress during Qtr 4 2014/15 & RAG status
Play a full part in the 'Healthy Cities' initiative, to address the health inequalities and differences in life expectancy across the city. <b>(ref: 9.6)</b>	<p>A reduction in health inequalities and difference in life expectancy across the city.</p> <p>Improvements in health outcomes and a healthier lifestyles for those people living in the most deprived communities.</p>	The Council continues to develop its work on Phase 5 Health City and has applied for Phase 6. We are working with health partners to develop a Healthy and Active Swansea Action Plan - A Vision for Swansea; "The most Active, Healthy and Informed city in the UK, where a healthy lifestyle is the norm". This includes a number of projects and initiatives to increase the numbers of people, especially children, making use of sport and leisure activities. We have promoted the Grow Local Scheme via the Community Food and Growing team in partnership with Communities	Director of People Cllr Mark Child	<p><b>Green</b></p> <p>The Council has achieved Phase 6 Healthy City status with Health colleagues – Healthy Cities Board</p> <p>Early Years strategy agreed. Statement being progressed. Identifying a brand for Swansea – giving every child a Flying Start</p> <p>Developing an action plan and re-focusing the steering group.</p>

		First and Schools. We have drafted the strategy to Give Every Child the Best Start in life and action plan in partnership with the Health Board, to ensure we are intervening early to provide better support at critical points in a child's development.		
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Policy Commitment	Anticipated Outcome	Milestones and steps to deliver it	Responsible Officer / Cabinet Member	Progress during Qtr 4 2014/15 & RAG status
Intervene in the market in social and residential care to ensure, where provision is of last resort, that there is a diverse range of suppliers, including not-for-profit, cooperative and social enterprise providers. (ref: 9.7)	High quality social care and residential provision – offered by range of providers	Western Bay Regional Programme. Transforming Adult Social Services (TASS) is developing commissioning plans based on shared service models to shape the future social care market and to ensure there is sustainable independence. Interventions are being supported by new collaborative arrangements such 4Csand the Western bay Procurement Hub and supported by effective governance arrangements. Through the Sustainable Swansea budget strategy, there are a number of projects to support the development of new models of delivery, including closer working with the third sector. Work is underway to develop an Intermediate Care Tier taken	Chief Social Services Officer Cllr Jane Harris	<b>Green</b> Progress is being made on regional collaborative work within Western Bay Regional Programme, and to identify opportunities for regional, joint commissioning e.g. Regional Adoption Service, Substance Misuse, Intensive Family Support Service and Youth Offending Service are now established

		forward through Western Bay programme- Community Services workstream, with a common service model across the ABMU footprint and locally agreed arrangements. The first year of Intermediate Care Tier is supported through a successful regional bid, and business case made to the Welsh Government's Intermediate Care Fund..		
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Policy Commitment	Anticipated Outcome	Milestones and steps to deliver it	Responsible Officer / Cabinet Member	Progress during Qtr 4 2014/15 & RAG status
Invest in our staff at all levels in social services. (ref: 9.7)	A highly trained, capable and motivated workforce.	Continuing to roll out whole service training in coaching skills, signs of safety practice, person centred and solution focussed thinking which is equipping our staff to work effectively and sustainably with people, children and families in ways that recognise and build upon their own strengths and resources, fully utilising the wider family and community networks. Social services training plan, developed jointly with health a Development Plan that sits within the transformation programme A Social Care Workforce Development plan, which is reviewed and signed off by Welsh Government. We have a programme of development for existing qualified	Chief Social Services Officer Cllr Christine Richards Cllr Jane Harris	<b>Green</b>  We have delivered on the training programme as set out within Social Care Workforce Development Plan 2014/15, which is currently being updated for 2015/16, at the request of the Welsh Government. The new Swansea Social Care Workforce Development Plan (SCWDP) is to reflect new practice development models such as CPeL, regional collaboration and to deliver on the change agenda associated with the implementation of the Social Services and

		social workers to provide a pathway to progress their career . This programme will help achieve the cultural change necessary to achieve a new model of social care, and to embed a sustainable approach to performance management.		Wellbeing (Wales) Act, expected by April 2016.
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Policy Commitment	Anticipated Outcome	Milestones and steps to deliver it	Responsible Officer / Cabinet Member	Progress during Qtr 4 2014/15 & RAG status
Build stronger links with Swansea's universities and others, so that Social Services and providers keep abreast of best practice and new ideas in research and delivery. (ref: 9.8)	High quality local practice which is informed by national best practice and incorporating news ideas in research and delivery	A range of partnership arrangements in place with HEI's within Swansea and wider area to support training, practice research and service development , e.g. SMAT Learning Exchange, All Wales Social Care Research Collaborative (ASCC), Older People Area Network (OPAN) and specific research projects such as kinship care. Implementing a career progression for social workers that provides newly qualified social workers with an opportunity for consolidation of learning into improved practice supported by a new collaborative, Port Agored, made up of 12 Local Authorities and partnership with University of Wales Trinity Saint David.	Chief Social Services Officer Cllr Jane Harris	<b>Blue</b>  We continue to build links with Swansea Universities, and officers are involved in the training programmes for social work students, in new practice areas such as Signs of Safety, Direct Payments.  We have now agreed a partnership with the Institute of Life Sciences at Swansea University to evaluate Local Area Coordination as an innovative, research-based approach to organising support to older people.

## Standing Up for Better Housing

Policy Commitment	Anticipated Outcome	Milestones and steps to deliver it	Responsible Officer / Cabinet Member	Progress during Qtr 4 2014/15 & RAG status
Target HMOs for improved standards of management and maintenance. (ref: 10.2)	Improved standards and quality of housing	There is an active HMO inspection regime in place which is working towards identification of all HMO's Problematical ones are prosecuted. There were 1,562 licensed HMOs as at 31/10/13 and to date 2 landlords have been prosecuted and 6 issued with simple cautions for failure to license properties.	Head of Housing & Public Protection lead Cllr David Hopkins	<b>Amber</b>  Increased number of owners selling HMOs or leaving them empty/letting as single households. Along with expired licences this has resulted in there being 1,507 licensed HMOs at 30/9/14 Work continues to process licence applications & investigate complaints.

Policy Commitment	Anticipated Outcomes	Milestones and steps to deliver it	Responsible Officer/ Cabinet Member	Progress during Qtr 4 2014/15 & RAG status
Work with Welsh Government, housing associations and the private sector to increase the supply of affordable housing. (ref: 10.3)	Provision of more affordable housing	The Council will work with the Welsh Government in relation to housing grants, in partnership with local RSL's to develop new sources of affordable accommodation and negotiate with the private sector. In addition to the £3m in Social Housing Grant the Authority was allocated, the Authority has for an extra £2.6m under the Welsh Government's Additional Capital Funding Programme and a further	Head of Housing & Public Protection lead Cllr David Hopkins	<b>Blue</b>  The Authority has been allocated Social Housing Grant of £2.77m for 2014/15. Monthly meetings are being held with the RSLs to ensure all this allocation is being spent.  Another round of smaller properties funding has

		£1.6m has been secured from the Welsh Government's 'Smaller Properties' Programme.		been announced for 14/15 and 15/16 to support the delivery of smaller homes. Schemes will be submitted to WG to ensure Swansea's allocation of £1.7 m for Swansea is spent.
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<b>Policy Commitment</b>	<b>Anticipated Outcome</b>	<b>Milestones and steps to deliver it</b>	<b>Responsible Officer / Cabinet Member</b>	<b>Progress during Qtr 4 2014/15 &amp; RAG status</b>
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 quality affordable housing <b>(ref: 10.3)</b>	More land available for the provision of affordable housing.	Progress the Local Development Plan (LDP) - Affordable Housing target and policies to meet future requirements. LDP targeted for adoption in December 2016. Discussions ongoing with Planning and Housing colleagues to release land as part of the disposal programme.	Planning & Corporate Building & Property input Head of Economic Regeneration & Planning Cllr Robert Francis Davies Cllr David Hopkins	<b>Green</b>  LDP to be submitted for independent examination in December 2015
Prioritise those in housing need, especially the homeless. <b>(ref: 10.4)</b>	Social housing is allocated on the basis of need.	An allocations policy is in place to ensure accommodation is provided based on need. National legislation and guidance is applied to ensure priority is given to homeless households. The Council works in partnership with the private rented sector and housing associations to ensure there are additional housing options available to respond to housing need..	Head of Housing Cllr David Hopkins	<b>Blue</b>  In-house Social Lettings Agency, funded by Supporting People, commissioned to increase the supply of good quality private rented accommodation to help meet housing need

Policy Commitment	Anticipated Outcome	Milestones and steps to deliver it	Responsible Officer / Cabinet Member	Progress during Qtr 4 2014/15 & RAG status
Support independent living; provide improved options for older people (ref: 10.4)	More older people living independently	To meet the outcomes identified by older people that can them retain and achieve independence, to so that they can remain in their own homes for as long as possible. Housing contribution: Ensure the Sheltered Housing service continues to meet the requirement of older people taking account of the recommendations of Aylward report in relation to older person supported housing.		<b>Green</b>  Continuing analysis of data from support plans and reviewing allocation of resources. Absorbed the reduction of 5.4% in SPPG funding by seeking a reduction in the cost of the weekend visiting service through targeting this service solely to those tenants in the most need. In the longer term further reductions are likely to impact on our service planning for meeting the requirements of Aylward.

Policy Commitment	Anticipated Outcomes	Milestones and steps to deliver it	Responsible Officer/ Cabinet Member	Progress during Qtr 4 2014/15 & RAG status
Increase funding for housing co-operatives and mutual housing (ref: 10.5)	Provision of more affordable housing through new models of service delivery	Cabinet considered scrutiny's study of affordable housing on 12 <sup>th</sup> Nov 13 and welcomed approaches from co-ops and mutuals to help meet housing need, especially to tackle homelessness  An assessment will be made on the contribution that co-ops could play taking into account Welsh Government developments/policy	Head of Housing & Public Protection lead Cllr David Hopkins	<b>Green</b>  Consultation with RSL's and Wales Co-operative centre ongoing



		initiatives as part of Swansea's response to the challenge of delivering affordable housing.		
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<b>Policy Commitment</b>	<b>Anticipated Outcome</b>	<b>Milestones and steps to deliver it</b>	<b>Responsible Officer / Cabinet Member</b>	<b>Progress during Qtr 4 2014/15 &amp; RAG status</b>
Utilise the £11million in the Housing Revenue Account to improve Council houses and provide a boost to a local construction industry. <b>(ref: 10.5)</b>	Improved housing quality. Expenditure on housing improvements result in a direct benefit for the local construction industry.	The HRA Business Plan 2013/14 predicts that £11m reserves will be used by 2015/16 to fund capital expenditure. Improve quality of housing.	Head of Housing & Public Protection lead Cllr David Hopkins	<b>Green</b>  All available resources have been committed to the achievement of the WHQS
Work with the Welsh Government and tenants to explore innovative ways in which to improve the quality of social housing. <b>(ref: 10.5)</b>		Develop a business plan that improves the quality of housing up to WHQS by 2020. Revised HRA Business plan accepted by Welsh Government July 2013. Summit new Business Plan for 2014 Consultation with tenants on achievement of the Welsh Housing Quality Standard and Housing Futures Programme is ongoing Improve quality of housing	Head of Housing & Public Protection lead  Cllr David Hopkins	<b>Green</b>  Business Plan in place that identifies the required funding to improve the stock up to WHQS by 2020.

<b>Policy Commitment</b>	<b>Anticipated Outcome</b>	<b>Milestones and steps to deliver it</b>	<b>Responsible Officer / Cabinet Member</b>	<b>Progress during Qtr 4 2014/15 &amp; RAG status</b>
Take action to address the blight of empty properties and increase	A reduction in the number of empty properties.	Work regionally to deliver the WG Houses to Homes Empty Property Loans fund. Access to low cost borrowing to	Head of Housing & Public Protection lead  Cllr David Hopkins	<b>Green</b>  Proactive work undertaken

<p>the supply of housing. Work with the Welsh Government and its proposed Empty Property Loan Fund to bring empty properties back into use over four years. (ref: 10.6)</p>	<p>Environmental improvements and an improved 'look and feel' of communities.</p>	<p>encourage the reuse / conversion of empty properties for housing. (£1.6m drawn down on behalf of the region.)</p> <p>Work ongoing across various Public Health interventions in adherence with statutory processes</p>		<p>by Housing and Public Health throughout the year and the impact of the national Houses to Homes loan scheme resulted in 456 properties brought back into use for the year. 26 Houses to Homes loans approved to help bring empty properties back into use as housing.</p>
<p>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. (ref: 10.7)</p>	<p>Increase the number of regeneration projects with social benefit clauses in their contracts through the Beyond Bricks and Mortar initiative</p>	<p>We have incorporated the 'community benefit' clause within tender documentation for major capital projects such as the construction of the new site for Murryston 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 which fall into this process.</p>	<p>Chief Operating Officer to lead / procurement input</p> <p>Cllr David Hopkins</p> <p>Cllr Robert Francis Davies</p>	<p><b>Green</b></p> <p>Community benefit clauses now incorporated in tenders and scored by the Beyond Bricks and Mortar team Also returns being completed as part of the Welsh Governments Community Benefit measurement tool for all major public buildings and housing projects.</p>

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

Policy Commitment	Anticipated Outcome	Milestones and steps to deliver it	Responsible Officer / Cabinet Member	Progress during Qtr 4 2014/15 & RAG status
Examine the feasibility of a 'Blue Plaque' scheme in Swansea to highlight those houses and buildings of historic interest. (ref: 11.2)	Increased awareness of historic houses and buildings.	Cabinet agreed to establish a scheme and an Advisory Group to manage the process. The first Blue Plaque was unveiled in April 2013 (Pete Ham) followed by Griffith John in September 2013 and Emily Phipps in November 2013. Further plaques scheduled during the coming calendar	Head of Culture, Sport, Leisure and Tourism Cllr Robert Francis Davies	<b>Green</b>
Ensure that Swansea's industrial legacy is central to plans for regenerating our city and local communities. (ref: 11.2)	Increased awareness of Swansea's industrial legacy and its influence in regeneration plans and projects	Regenerate Hafod Copperworks in Partnership with Swansea University. Mixed use development that brings the site back into beneficial use and celebrates its unique industrial heritage. Funding has been secured and works undertaken. Open days and ministerial visits have been hosted.	Head of Economic Regeneration & Planning Cllr Robert Francis Davies	<b>Green</b>  Some works undertaken. Open days and Ministerial visits hosted. Masterplan produced to inform future funding bids and works. EU Visit Wales bid submitted but unsuccessful.
Draw up a refreshed 'Arts Strategy' for the city and review and refocus existing support for the arts and culture in our city. (ref: 11.5)	High quality art and cultural provision in the local area. Embedding the arts and culture within new models of service delivery to promote community cohesion and community action	Review of the Arts and Culture to be undertaken as part of the restructure of to meet the needs to deliver the Swansea Wales City of Culture commitment.	Head of Culture, Sport, Leisure and Tourism Cllr Robert Francis Davies	<b>Green</b>  The 'Arts Strategy' will be absorbed within a wider Cultural Strategy (or Framework) for the City & County to be published end of 2015. This will take into account the Sustainable

				Swansea strategy for Commissioning and Community Action and mapping out a long term strategic vision and action plan for developing the cultural profile and offer..
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Policy Commitment	Anticipated Outcome	Milestones and steps to deliver it	Responsible Officer / Cabinet Member	Progress during Qtr 4 2014/15 & RAG status
Work with the Swans, the Ospreys and Swansea University to create a premier 'Sports City' strategy. (ref: 11.7)	Economic benefits to local communities, interest and involvement in sports to improve healthy lifestyles and health outcomes in the long term.	City of Sport Strategy - To investigate feasibility of delivering the Bryntawe Sports project in partnership with Ospreys, Swansea City AFC and Swansea Universities; Maintain progress on Sport Village in co-operation with Swansea University; to work with partners to attract Major Events	Head of Culture, Sport, Leisure and Tourism Cllr Mark Child	<b>Green</b>  Major success in delivering the IPC championships has lead to further discussion around regional ambitions including the Commonwealth Games. Also in liaison with both Universities on facilities on new campus developments. This element of a 'City of Sport' and world class events will also feature in the new Cultural Strategy. Ongoing discussions with Swansea City Football Club and Community Trust regarding Bryntawe Sports project. Working in conjunction with SCFC on community football

				projects.
Work with the arts community, the two Swansea Universities 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. (ref:11.9)	Improved access to Arts and Cultural activities and resources; familiarise citizens with their cultural heritage, awaken creativity and artistic/cultural appreciation; improve mental health and wellbeing	Develop projects with partners to exploit commercial opportunities for growing the creative industries sector, as part of the city region economic development strategy. A knowledge Economy & Innovation Group has been established to facilitate project delivery.  City of Culture Bid submitted on target, further development of the partnerships underway associated with the submission of the Ideas, People and Places Bid to ACW in May 2014	Head of Economic Regeneration & Planning  Head of Culture, Sport, Leisure and Tourism Cllr Robert Francis Davies	<b>Green</b>  Thematic Group for Creative Industries agreed by SBCRB and chaired by CCS.  New studio space has been secured in the High Street, as part of the Iceland building with Elysium and the Mission Gallery is on track to develop the premises, again CCS represented on the Steering Groups and aligning ambitions with the new business plan for GVAG post opening in 2016; GVAG delivered over 5,000 workshops and activities with local artists and communities as part of its Offsite programme in 2014/15.

Policy Commitment	Anticipated Outcome	Milestones and steps to deliver it	Responsible Officer / Cabinet Member	Progress during Qtr 4 2014/15 & RAG status
Work with the Welsh Government and others to prepare for the Dylan Thomas centenary	Raised profile of the cultural proposition and offer in Swansea	Plan for the Dylan Thomas 2014 Centenary Celebration. Develop a year-long festival around Dylan Thomas, his work and legacy,	Head of Culture, Sport, Leisure and Tourism  Cllr Robert Francis	<b>Green</b>  New permanent Dylan exhibition received 30,809

<p>celebrations in 2014. (ref: 11.10)</p>		<p>engage with wider audiences, and work with regional, national and international partners - Increased Tourism spend in CCS. HLF application for new permanent Learning and Outreach programme</p>	<p>Davies</p>	<p>visitors between October 27 and March 31, a 100% increase on the previous year.</p> <p>Exhibitions of DT manuscripts were loaned from University of Buffalo, New York, in partnership with the National Library Wales.</p> <p>In total, 5 new exhibitions were held at the DTC, attracting 94,770 visitors in 14/15.</p> <p>DTC's new Learning and Outreach officers were in post and delivering activity plan. Learning programme actively engaged 3300 individuals from schools and other educational groups. 41 participatory projects took place, consisting of 126 participatory sessions. An additional 1940 participants were engaged, primarily from hard to reach groups. 34 volunteers were engaged and 4 work placements were created.</p>
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				<p>During 2014 there were 194,429 visitors to DylanThomas.com; this was an increase of 90.25% from the same period in 2013. Page views increased by 39% in 2014 to 449,666. In terms of digital marketing, the Dylan Thomas direct email database increased in size by 41%, Facebook likes increased by 109%, while Twitter followers increased by 270%. Dylan Thomas content on VisitSwanseaBay.com generated 5,606 Visitors and 69,692 page views.</p>
<p>Explore the feasibility of establishing 'Copperopolis' as a World Heritage Site, so contributing to making Swansea a major quality tourism destination. (ref: 11.12)</p>	<p>Copperopolis established as a World Heritage site. Increase in tourism.</p>	<p>Regenerate Hafod Copperworks in Partnership with Swansea University - Mixed use development that brings the site back into beneficial use and celebrates its unique industrial heritage. Funding has been secured and works undertaken. Open days and ministerial visits have been hosted.</p>	<p>Head of Economic Regeneration &amp; Planning Cllr Robert Francis Davis</p>	<p><b>Green</b></p> <p>Some works undertaken. Open days and Ministerial visits hosted. Masterplan produced to inform future funding bids and works. EU Visit Wales bid submitted but unsuccessful.</p>

## Standing Up for Stronger and Safer Communities

Policy Commitment	Anticipated Outcome	Milestones and steps to deliver it	Responsible Officer / Cabinet Member	Progress during Qtr 4 2014/15 & RAG status
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 <b>(ref: 12.2)</b>	Swansea is a Co-operative Council and co-operative principles are evidenced in everything the Council does.	Sustainable Swansea and the Council's budget principles include looking at alternative forms of service delivery and how we support residents and communities to help themselves. <b>A discussion paper has been produced on what a co-operative model might mean for Swansea and how we are already doing this</b> The Council is considering joining the Co-operative Councils Innovation Network	Director of Corporate Services Leader, Rob Stewart	<b>Green</b>  Commitment to the Co-operative aim has been reaffirmed, Cabinet report required on how this is progressed

Policy Commitment	Anticipated Outcomes	Milestones and steps to deliver it	Responsible Officer/ Cabinet Member	Progress during Qtr 4 2014/15 & RAG status
Require any development or project to demonstrate how it will engage local young people, provide jobs or training places. <b>(ref: 12.3)</b>	An increase in jobs and training places for local young people	The Council's "Beyond Bricks and Mortar" Strategy for continues to recruit apprentices and we are active participants in the South West Wales Regional shared apprentice programme. and employment opportunities.	Chief Operating Officer (construction projects) Cllr Christine Richards	<b>Green</b>  An expression of interest has gone in for European funding for the expansion of the BBM programme into other industries. Collaboration with the South West Wales Regional Shared Apprenticeship



				<p>programme now known as CYFLE.</p> <p>12 apprentices appointed in CB&amp;PS in Sept Working with Construction Youth Trust to maximise engagement in hard to reach areas.</p> <p>CCS also part of South West Wales Regional Shared Apprenticeship (CYFLE).</p>
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Policy Commitment	Anticipated Outcomes	Milestones and steps to deliver it	Responsible Officer/ Cabinet Member	Progress during Qtr 4 2014/15 & RAG status
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. (ref: 12.3)	An increase in the number of young people participating in community activities.	The Big Conversation (the new Youth Forum for Swansea) being rolled out. Young People Services and Menter Iaith have run one leadership and entrepreneurial skills programme for Young People. A partnership is being developed with YMCA College Wales to deliver a new model for delivery for 15/16.	Chief Education Officer  Deputy Leader, Christine Richards	<b>Green</b>

Policy Commitment	Anticipated Outcomes	Milestones and steps to deliver it	Responsible Officer/ Cabinet Member	Progress during Qtr 4 2014/15 & RAG status
Where appropriate implement the Rights of	The rights of children and young people are taken	The Council has agreed to impose on itself a duty of ensuring we	Director of People Deputy Leader Christine	<b>Green</b>

<p>Children and Young Persons Wales Measure. (ref: 12.3)</p>	<p>into account in Council business</p>	<p>consider children's rights in everything we do. This scheme will be developed in partnership with children and young people, as well as partner organisations. A cross-Council implementation group has been established to develop the scheme, develop an impact assessment process, a training programme and a program to embed rights-based practice in services.</p>	<p>Richards</p>	<p>Launched on 20<sup>th</sup> November 2014. The UNCRC is included in the Council's EIA process. A full audit has been undertaken regarding Council staff's knowledge on the UNCRC. Training sessions have been organised.</p>
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Policy Commitment	Anticipated Outcomes	Milestones and steps to deliver it	Responsible Officer/ Cabinet Member	Progress during Qtr 4 2014/15 & RAG status
<p>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. (ref: 12.5)</p>	<p>Increased levels of community cohesion, respect and co-operation.</p>	<p>Support implementation of Strategic Equality Plan, Welsh Language Scheme and associated plans. Equality Impact Assessments. Continue to develop engagement mechanisms with groups, e.g., LGBT Forum. Embedding community cohesion within the Communities First programme, the development and delivery of the Community Cohesion Delivery and the development of a hate crime strategy.</p>	<p>Head of Communication and Customer Engagement Head of Poverty &amp; Prevention Cllr David Hopkins</p>	<p><b>Green</b></p> <p>BME, LGBT and Welsh Language Forums continue to meet and we have engaged with these groups in terms of planning for the new Strategic Equality Plan which will be in place by April 2016.</p> <p>The Community Cohesion Leadership Group has been re-established to ensure the</p>

				7 key outcomes of the Community Cohesion National Delivery Plan is mainstreamed, these include; Hate Crime, Modern Slavery, engagement of Gypsy and Traveller Communities, increased awareness of immigration, embedding within Communities First Programme, embedding in key policies and ensuring we are responsive to changes in communities
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Policy Commitment	Anticipated Outcomes	Milestones and steps to deliver it	Responsible Officer/ Cabinet Member	Progress during Qtr 4 2014/15 & RAG status
Develop a carefully targeted use of ASBO's, an alley-gating policy investigate "no cold-calling" zones and prosecute breaches. (ref: 12.7)	An increase in community safety	ASBO legislation is expected to be changing significantly in the near future. An Alley gating policy has been adopted by the Authority. Cold calling zones can be set up as demand is shown. Staff resource to service referrals from zones is very limited.	Head of Poverty and Prevention Cllr David Hopkins	<b>Blue</b>  These services are all in place

## Standing up for a Better Environment and Better Planning

Policy Commitment	Anticipated Outcomes	Milestones and steps to deliver it	Responsible Officer / Cabinet Member	Progress during Qtr 4 2014/15 & RAG status
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. (ref: 13.9)	Residents feel able to influence Council decisions. Council decisions are shaped by resident opinion.	Work with schools and communities in identifying priorities for inclusion in area-based Safe Routes in Communities bids. Public consultation is critical to progressing the Local Development Plan (LDP). The LDP is targeted for adoption in December 2016.	Head of Highways & Transportation. Head of Economic Regeneration & Planning. Leader, Rob Stewart	<b>Green</b>  LDP to be submitted for independent examination in Dec 2015.
Encourage the highest standards of 'low carbon' design in all developments (Commit to maintain Green Dragon Level 5 within CB&PS; Commit to BREEAM very good or excellent for all major projects depending on site constraints (Cefn Hengoed School achieved Very Good). (ref: 13.4)	Encourage the highest standards of 'low carbon' design in all developments.	A BREEAM award of very good is being sought for the completed Swansea City Bus Station. CB&PS have maintained their green dragon level 5 accreditation following an annual review and assessment in May 2013. Sustainability and design are key planning considerations and pre-application discussions are held with developers to achieve better development outcomes for Swansea.	Chief Operating Officer (Internal construction projects) Head of Economic Regeneration & Planning Head of Highways & Transportation Cllr Mark Thomas	<b>Green</b>  As part of the WG grant criteria will need to realise BREEAM Excellent status. On target to achieve for Morriston, Burlais and Gowerton Schools. Further QEd projects within Band A are now progressing i.e. Gorseinon Primary [New School], Lon Las Primary [New School], Pentrehafod Comp [Significant Remodelling], Pentre'R Graig [Remodelling/Small new build] and Gwyr

				<p>[Remodelling/Small new build]. BREEAM Excellent will be a requirement on all projects with the exception of Pentrehafod, Pentre'R Graig and Gwyr where an EPC rating of A will be required.</p> <p>BREEAM very good status will be achieved at Glynn Vivian Art Gallery, excellent was not achievable due to the nature of the existing buildings.</p>
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Policy Commitment	Anticipated Outcomes	Milestones and steps to deliver it	Responsible Officer / Cabinet Member	Progress during Qtr 4 2014/15 & RAG status
Put a commitment to sustainable development at the heart of planning policies. (ref: 13.4)	Sustainable development is embedded in all planning policies.	Progress the Local Development Plan (LDP) for adoption 2016.	Head of Economic Regeneration & Planning Head of Poverty and Prevention  Cllr Clive Lloyd/Cllr Evans	<b>Green</b>  Introductory planning guidance around community gardens and growing spaces has been launched within Swansea with assistance from the Community Land Advisory Service

Policy Commitment	Anticipated Outcomes	Milestones and steps to deliver it	Responsible Officer/ Cabinet Member	Progress during Qtr 4 2014/15 & RAG status
Encourage the highest standards of 'low carbon' design and quality in all types of developments and investment. (ref: 13.4)	High quality, low carbon design in all types of development.	Guidance produced, consultation undertaken, and policy adopted. Championed and support the Low Carbon Swansea Project to encourage commitment to investment in low carbon developments. The 3 year lighting renewal programme utilising LED technology is a significant low carbon investment. Currently in last year of programme - all on track for completion.. Morriston School Redevelopment - on target to achieve Excellent.	Chief Operating Officer (Internal construction projects) Head of Economic Regeneration & Planning Head of Highways & Transportation Cllr Mark Thomas	<b>Green</b>  CCS to take part in Green Infrastructure Investment programme with WG if approved. Awaiting further guidance from WG

Policy Commitment	Anticipated Outcomes	Milestones and steps to deliver it	Responsible Officer / Cabinet Member	Progress during Qtr 3 2014/15 & RAG status
Introduce a county-wide programme of eco-street light replacement, reducing the council's carbon footprint and saving energy costs. (ref: 13.4)	An eco-street light replacement programme. A reduction in the Council's carbon footprint	New 3 Year LED Lighting programme Currently in last year of programme - all on track for completion Design of new lighting and equipment incorporates the use of L.E.D. lamps and dimming which reduce average carbon emissions by 60% in residential areas and by 40% over the whole lighting system. Introduce a county-wide programme of eco-street light replacement,	Head of Highways and Transportation Cllr Mark Thomas	<b>Green</b>

		reducing the council's carbon footprint and saving energy costs.		
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Policy Commitment	Anticipated Outcomes	Milestones and steps to deliver it	Responsible Officer/ Cabinet Member	Progress during Qtr 3 2014/15 & RAG status
<p>Improve facilities in the city centre for pedestrians, cyclists and visitors, and develop and promote 'green corridors' - environmentally friendly links to the city centre from the suburbs. (ref: 13.4)</p>	<p>More attractive and convenient routes to encourage walking and cycling and to assist visitors</p>	<p>Progress city centre cycle routes and deliver improved pedestrian crossings and routes, including Boulevard scheme. Cycle Action Plan agreed, with ongoing consultation with Sustrans and Wheelrights. A proposal for a network of off-road routes for city centre cycling has been agreed. The introduction of the Active Travel Act and the responsibilities therein to improve and promote cycling and walking will support this policy commitment.</p>	<p>Head of Highways &amp; Transportation and others Cllr Mark Child</p>	<p><b>Green</b></p>
<p>Seek the imaginative and sustainable use of open spaces in the city centre. (ref: 13.5)</p>	<p>An improvement in the use of the city centre and a clear city centre offer. The sustainable use of the city centre, greater community cohesion and wellbeing</p>	<p>The Waterfront City Programme is being delivered to provide usable open spaces that encourage events and activity. A draft review of the City Centre Strategic Framework has been prepared and public realm, greening and urban design are key considerations. Events programme ongoing and delivered in partnership with City Centre Management and Swansea BID.</p>	<p>Head of Economic Regeneration &amp; Planning Head of Culture, Sport, Leisure and Tourism Cllr Mark Child</p>	<p><b>Green</b></p> <p>Waterfront City Programme nearing completion. Conference held. City Centre Framework Review prepared and consultation undertaken. "Green artery" concept identified.</p> <p>Continuing to build relations with BID between CCM and Cultural Services and</p>

				opportunities to drive footfall;
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Policy Commitment	Anticipated Outcomes	Milestones and steps to deliver it	Responsible Officer/ Cabinet Member	Progress during Qtr 4 2014/15 & RAG status
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. (ref: 13.5)	Increase opportunities through continued programme of Parks and Playground Improvements Increase local ownership, local pride, engagement and involvement through the establishment of Friends of Parks groups. Enhance selected parks through achievement of Green Flag status Protection of selected parks through Fields in Trust designation	The LDP seeks to balance the requirement to allocate land for development and afford protection of land for current and future generations. The LDP is targeted for adoption in December 2016	Head of Economic Regeneration & Planning Head of Culture, Sport, Leisure and Tourism Cllr Mark Child	<b>Green</b>  LDP to be submitted for independent examination in Dec 2015  Green Flag Status maintained and new proposals for the next iteration of Fields in Trust are under consideration.

Policy Commitment	Anticipated Outcomes	Milestones and steps to deliver it	Responsible Officer/ Cabinet Member	Progress during Qtr 4 2014/15 & RAG status
Encourage the greater provision of allotments and garden sharing, particularly where publicly owned land is available and appropriate for such use. (ref: 13.6)	An increase in the number of allotments, garden sharing and publically owned land for growing	All allotment plots let on Council manage sites. Allotment rent review conducted and completed. Guidance to support Community Growing produced. Grow local budget spent. Support provided for Swansea	Head of Poverty & Prevention Cllr Will Evans	<b>Green</b>  £30K has been allocated for Grow Local projects resulting in 15 new growing sites across the City & County of Swansea.



		Community Growing Network to establish as a constituted group. <b>The community growing guide has been launched at the Federation of city farms European conference in Swansea in September 2014</b>		The constituted group has been achieved.  The guide has been launched Allotment rent review conducted – further work to do on rental and leases.
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Policy Commitment	Anticipated Outcomes	Milestones and steps to deliver it	Responsible Officer / Cabinet Member	Progress during Qtr 4 2014/15 & RAG status
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. <b>(ref: 13.7)</b>	Council programmes and buildings which make use of renewable energy, micro-generation and making building more energy efficient.	Implement a programme within Council buildings to minimise carbon emissions, in line with approved Carbon Reduction Strategy - Reduced CO <sup>2</sup> emissions and costs of energy use by minimum 3% year per annum and by 30% over life of the programme. Pilot Carbon Performance to promote awareness and optimise building operational practices to reduce carbon emissions. Implement a programme for installing SMART meters to the Councils domestic & non-domestic electricity supplies and promote AMR (SMART) metering for the Councils highest consuming gas supplies. Support the Welsh Purchasing Consortium to develop a renewable	Chief Operating Officer (Property Assets) Cllr Mark Thomas	<b>Green</b>  Total Carbon Emissions for 13/14 = 35,275 Tonnes (17% reduction on 09/10 base year measurement)  14/15 Carbon emission results to be published July 15  Performance results now periodically reported at P&FM for 7 Service areas within Place Directorate.  All 400 electricity meters exchanged to SMART with 100 Automatic gas meters installed within the Councils non-domestic buildings. 72 electricity meters (20%) exchanged to SMART within

		energy framework contract for the installation of Solar Photovoltaic arrays on the Councils domestic and non-domestic buildings.		the Housing Service. Regional framework for Solar PV being developed in partnership with the National Procurement Service with target "go live" date of late 2015. 45KW Solar PV system at Guildhall now registered for FIT with a 39KW Solar PV array at Burlais Primary to be registered Sept 15.
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Policy Commitment	Anticipated Outcomes	Milestones and steps to deliver it	Responsible Officer / Cabinet Member	Progress during Qtr 4 2014/15 & RAG status
Begin a programme of making council-run vehicles 'eco friendly'. (ref: 13.8)	An increase in the number of eco-friendly vehicles	9 electrical cars now in place within the Council's CB&PS and Highways departments and being .27 hybrid vehicles in place across the Council and currently being evaluated prior to further roll out Cross-sector electric vehicle working group being initiated by Swansea Low Carbon Group	COO/Head of Highways and Transportation Cllr Mark Thomas	<b>Green</b> Whilst much of the fleet renewal programme has been suspended pending savings implications, some new vehicles have been procured. Fleet utilisation project reduced vehicle number by @70 units in 12 months. Twenty Euro 6 engine HGV vehicles on order. Electric vehicles and supporting charge points planned for mid 2015 at 2 sites. Currently trialling driver behaviour system to reduce poor driving and excessive engine idling. Hybrid vehicle

				trail not successful and equipment returned to supplier.
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<b>Policy Commitment</b>	<b>Anticipated Outcomes</b>	<b>Milestones and steps to deliver it</b>	<b>Responsible Officer / Cabinet Member</b>	<b>Progress during Qtr 4 2014/15 &amp; RAG status</b>
<p>Seek to green the built environment by working with organisations such as housing associations and other public bodies and maximising the contribution from the Community Energy Saving Programme (CESP) and the Welsh Government's Arbed scheme. (ref: 13.8)</p>	<p>Greening the built environment and reducing demands.</p>	<p>Work with Housing Associations to bid for Welsh Government Arbed funding. Access funding from Utility companies via CESP (now replaced by the Energy Company Obligation ECO) funding programme. . £2.27m of CESP funding has been accessed over the last 12 months for Energy Efficiency improvements to Council Housing.</p> <p>A list of mixed tenure schemes (inc Housing Associations) is currently being drawn up for submission to the Welsh Government for the 2014/15 Arbed bidding round.</p> <p>Energy efficiency improvements to housing, warmer homes and potential for reduced fuel bills</p>	<p>Head of Housing &amp; Public Protection lead Cllr Mark Child</p>	<p><b>Green</b></p> <p>WG Arbed funding for 2014/15 provisionally awarded for energy efficiency improvements to housing in the Waun Wen (Castle 1) area.</p>
<p>Work with 'Keep Wales Tidy', local communities and others to tackle the blight of litter, making Swansea a 'Tidy City'. (ref: 13.9)</p>	<p>To reduce the amount of litter and dog fouling in the city</p>	<p>As part of a high profile publicity campaign, 60 additional dog waster bins have been installed, with enforcements partners to serve notices</p>	<p>Head of Highways and Transportation Cllr Mark Child</p>	<p><b>Green</b></p>

## The Council's Vision for Swansea

Policy Commitment	Anticipated Outcome	Milestones and steps to deliver it	Responsible Officer / Cabinet Member	Progress during Qtr 4 2014/15 & RAG status
Adopt a 'can do' attitude. (ref: 1.2)	The Council (Members and Officers) proactively solve problems and the residents experiences of the Council is Positive.	A new Innovation Programme has been deigned to deliver this aim including problem solving. Involve Members fully in this programme of work. e.g problem solving sessions	Director of Corporate Services Cllr Clive Lloyd	<b>Green</b> Scrutiny review is underway on progress made on this commitment and the Council's cultural change work
Establish a Delivery Unit (ref: 2.6)	A sharper focus on delivering our priorities Better support for the Leader and Cabinet Members	The Delivery Unit has been established. Part of its role is to review the delivery of the Policy Commitments and increase focus on the Improvement Plan. A Policy Officer has been appointed to provide support to the Leader and Cabinet Members on policy development.	Director of Corporate Services Cllr Clive Lloyd	<b>Blue</b>

Policy Commitment	Anticipated Outcome	Milestones and steps to deliver it	Responsible Officer / Cabinet Member	Progress during Qtr 4 2014/15 & RAG status
Create a 'Team Swansea' approach – a commitment to work with others. (ref: 2.7)	Services and employees work together to share ideas, solve problems and reduce costs: there are no silos. Create a culture of innovation, collaboration and ambition.	A new Innovation Programme has been designed to deliver this aim. Need to consider how we engage Members Involve Members fully in this programme of work and how we develop our three new values, including "working together" to support improvements in this area Merge this commitment with the	Director of Corporate Services Deputy Leader, Christine Richards	<b>Green</b>

Policy Commitment	Anticipated Outcome	Milestones and steps to deliver it	Responsible Officer / Cabinet Member	Progress during Qtr 4 2014/15 & RAG status
		<p>'can do attitude – also reflects Co-operative Council principles. Peer Review Action plan builds on this aim.</p>		