

Report of the Leader

Cabinet – 17 March 2016

CORPORATE PLAN 2016 - 2017

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| Purpose: | To agree the Corporate Plan <i>Delivering for Swansea 2016/17</i> |
| Policy Framework: | <i>Sustainable Swansea – Fit for the Future</i> |
| Reason for Decision: | To agree the Corporate Plan <i>Delivering for Swansea 2016/17</i> and comply with statutory guidance Part 1 Local Government (Wales) Measure 2009 |
| Consultation: | Legal, Finance, Access to Services. |
| Recommendation(s): | It is recommended that: 1) That the Corporate Plan <i>Delivering for Swansea 2016 -2017</i> is agreed. |
| Report Author: | Richard Rowlands |
| Finance Officer: | Carl Billingsley |
| Legal Officer: | Tracey Meredith |
| Access to Services Officer: | Sherill Hopkins |

1.0 Introduction

1.1 This report presents the Council's Corporate Plan *Delivering for Swansea 2016 - 2017*.

2.0 Background

2.1 Corporate Plan *Delivering for Swansea 2016/17* consists of 5 key priorities.

2.2 The five priorities are listed below:

- 1) Safeguarding vulnerable people.
- 2) Improving pupil attainment.
- 3) Creating a vibrant and viable city and economy.

- 4) Tackling poverty.
 - 5) Building sustainable communities.
- 2.3 These priorities represent the overriding objectives for the Council. The priorities:
- a) represent key *Policy Commitments*;
 - b) reflect the *Budget Principles* to support those people at greatest risk, sustainable outcomes and personal responsibility.
- 2.4 The Corporate Plan will fulfil the Council's statutory obligations to set 'Improvement Objectives' under the Local Government (Wales) 2009 Measure and 'Wellbeing Objectives' under the Well-Being of Future Generations (Wales) Act 2015.
- 2.5 The Corporate Plan also describes links to *Sustainable Swansea – fit for the future* and other underpinning themes.
- 2.6 Some services will directly deliver these priorities. Others will make a contribution either on their own or by working in partnership with others.
- 2.7 In some aspects the Priorities are complementary and the Council's approach to delivery recognises the cross cutting nature of the outcomes the Council wants to achieve.
- 2.8 The Corporate Plan does not include everything that the Council carries out as it provides lots of other services that are important and are valued by residents, but not everything can be a priority. The Corporate Plan focuses on what is most important for Swansea.

3.0 Structure of the Corporate Plan

3.1 The Corporate Plan will set out:

- *Our Vision*
- *Our Priorities*
- *Our Values*
- *Our Principles*
- *Our Delivery*

3.1.1. And, for each Priority:

- *Why is this a priority?*
- *What needs improving?*
- *What are we going to do?*

- *What outcomes are we seeking to achieve?*
- 3.2 The Corporate Plan priorities, as part of the Council's wider strategy, are cascaded throughout the Council and this is achieved by the plans of directorates, services and teams and, eventually, all the way into individual employee objectives through staff appraisals.
- 3.3 A summary of the key priorities and the revisions made for 2016/17 is attached at **Appendix A**. A copy of the full Plan is attached at **Appendix B**.
- 4.0 Equality & Engagement Implications**
- 4.1 Swansea Council is the first in Britain to sign up to the United Nations Convention on the Rights of the Child and we are the first Welsh City of Sanctuary. The Corporate Plan outlines how our safeguarding arrangements and our work with children and young people are informed by the United Nation's Convention on the Rights of the Child. Where required, individual Equality Impact Assessments will be undertaken on each priority during 2016/17 by the responsible service areas.
- 5.0 Financial Implications**
- 5.1 Whilst there are no immediate financial implications arising directly from this report, acceptance of the plan could result in additional expenditure at a future time. Acceptance of the plan does not mean that additional resources will be made available and it should be assumed that future spending needs will need to be contained within existing budget provision. Additionally, the focus of a number of the priorities is on preventative action to reduce future costs.
- 6.0 Legal Implications**
- 6.1 Under the Local Government (Wales) Measure 2009 for each financial year the Council must set itself objectives for improving the exercise of its functions during that year ("improvement objectives") and further must have regard to guidance issued by the Welsh Ministers. By 1st April 2017, the Council must set itself "Well-Being Objectives" as required by the Well-Being of Future Generations (Wales) Act 2015 and have regard to guidance issued by the Welsh Ministers.

Background Papers: None.

Appendices: Appendix A – Summary of key priorities and revisions for 2016/17
Appendix B – Corporate Plan *Delivering for Swansea* 2016 – 2017

CORPORATE PLAN PRIORITIES

| PRIORITY | WHY THIS IS IMPORTANT | AREAS OF FOCUS | NEW FOR 2016/17 |
|---------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Safeguarding Vulnerable People | <ul style="list-style-type: none"> • Swansea Council is committed to ensuring vulnerable people are safe and protected from harm. • We want people to live as independently as possible and we want children to be supported within family settings where it is safe to do so. • Many of our services are focused on supporting people and we will ensure that arrangements are in place to make sure local services are delivered safely. • We will also endeavour to ensure that “Safeguarding” is a key consideration in our transformation of Council’s services and the development of digital services and new models of service provision | <ul style="list-style-type: none"> • Improved awareness amongst Council employees and elected Members of the Corporate Safeguarding Policy and arrangements. • All services can evidence that they understand how they contribute to safeguarding people and monitor their effectiveness • Council employees and people in our communities feel confident about how to identify, discuss and report concerns in respect of children and adults | <ul style="list-style-type: none"> • Contractors who provide services commissioned and/or used by the Council comply with the Corporate Safeguarding Policy and have appropriate safeguarding procedures and practices in place • Reduced incidence of domestic abuse and victims are supported well • Safeguarding is a key consideration during the development of new models of delivery and the transformation of Council services, including digital delivery. • The Council’s Safeguarding approach both promotes and is informed by the UNCRC |

| PRIORITY | WHY THIS IS IMPORTANT | AREAS OF FOCUS | NEW FOR 2016/17 |
|-----------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------|
| Improving Pupil Attainment | <ul style="list-style-type: none"> • We want every young person to achieve their potential. • Too many children are not attending school and are not achieving the educational outcomes they should to succeed in life. | <ul style="list-style-type: none"> • Improve primary and secondary attendance • Improve literacy and numeracy levels in English and Welsh • English and Welsh assessments and tests – Foundation Phase and Key Stage 2 • Improve the key indicator at key stage 4 - the Level 2 Threshold Inclusive of English or Welsh and Maths | <ul style="list-style-type: none"> • No changes made |

| PRIORITY | WHY THIS IS IMPORTANT | AREAS OF FOCUS | NEW FOR 2016/17 |
|--------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Creating a Vibrant and Viable City and Economy</p> | <ul style="list-style-type: none"> Swansea is the key economic driver for the City Region. However, the opportunity and potential of the people and place is not being fully realised. We want the City & Region to thrive and prosper for the benefit of all its residents, businesses and visitors | <ul style="list-style-type: none"> Vibrant new retail and leisure development within the City Centre, commencing with the comprehensive redevelopment of St David's. Better quality commercial floor space enabling the provision of increased employment at sustainable locations. Employment & training opportunities created. Improved City living opportunities by maximising the use of appropriate and previously developed land. | <ul style="list-style-type: none"> A Kingsway Employment Hub to stimulate enterprise development. Redevelopment of Civic Centre site, contributing to improving the vibrancy of the City Centre. A Planning policy framework that supports the creation of a vibrant & viable City and economy. New investment attracted from companies not currently located in Swansea. Progressing Strategic Housing and mixed use development site proposals progressed in advance of the LDP to reduce housing land supply shortfall. Extension of the tourist season and the tourism offer as part of the diversification of the rural economy |

| PRIORITY | WHY THIS IS IMPORTANT | AREAS OF FOCUS NEW FOR 2016/17 |
|-----------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Tackling Poverty | <ul style="list-style-type: none"> • Poverty limits aspirations, damages relationships and reduces life changes • We need everyone to be living and achieving their full potential • Swansea faces particular challenges on educational achievement, employment rates, debt and early mortality • Preventative action will support our aim of a sustainable budget | <ul style="list-style-type: none"> • Children have a good start in life; 2 and 3 year old children in the Flying Start are helped to achieve their expected language, emotional, social and cognitive development. • Children who are not disadvantaged by poverty when achieving and attaining standards and wellbeing in education. • Young people and adults are in employment, education or training. • People have a decent standard of living; receiving the maximum benefits they are entitled to receive and in a prompt and timely way. • Investment to improve council housing, bring wider economic and employment benefits and contribute to the regeneration of estates. • Prevent homelessness to help maintain stability and security for families, safeguard health, wellbeing and prevent social exclusion |
| Building Sustainable Communities | <ul style="list-style-type: none"> • We need to build and support sustainable communities because this will result in better outcomes for people, support stronger and more resilient communities and reduce the cost of services | <ul style="list-style-type: none"> • More people are involved in local community activities that are important to them. • People make the best use of resources that promote wellbeing and prevent them through early intervention from requiring statutory services. • More people living at home or in the community instead of in residential care. • People have equitable access to services to promote independence and quality of life. • People are living in cohesive and resilient communities with the right skills and technological improvements to sustain their communities. • Better engagement with the third sector. |