

# **Corporate Plan 2016 - 2017**

***Delivering for  
Swansea***

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# Foreword

## What this document covers

This Corporate Plan for 2016/17 *Delivering for Swansea*, describes the Council's vision for Swansea, our 5 key Council priorities and our organisation values and principles that will underpin the delivery of our priorities and overall strategy. This Plan does not include everything that we do but focusses on what is most important for Swansea.

## The Swansea Story

### *A City of Opportunity*

Our city has always been a city of opportunity, aspiration and ambition. From wool manufacture in medieval times, Swansea became the global centre in copper production in the 18th and 19th centuries and is now a leader in life sciences, technology and engineering. Swansea has always offered a home to ideas, innovation and entrepreneurship.

Today we're also famous for our literary and cultural heritage, our Premier League football, our world-class beaches and countryside and the warmth of our welcome. We are taking our creative strengths, building on them with our partners and working with our communities so we can present ourselves to the world as a proud, confident and ambitious city which stands for fairness, aspiration and opportunity.

### *A City that Cares*

The people of Swansea are our first priority. They make our city unique. We nurture our young, safeguard the vulnerable and lend support to the frail because it's the right thing and the moral thing to do. We are part of the Healthy Cities network promoting good health and addressing health inequality in our communities.

Our city is hard-working, caring, cosmopolitan and ambitious. Our communities speak more than 100 languages and we're proud of our cultural diversity and community cohesion. We are proud to embrace those from around the world who today see our city as a beacon of hope and a haven from hate or persecution.

Together with our communities we are challenging poverty, promoting learning and supporting all our residents to make the most of their talents so they can live independent lives, happy, healthy and safe.

### *A City of Innovation*

We are a city of innovation and enterprise as much in social justice as in business. We were the world's capital of copper production, home to the first passenger railway and the first Area of Outstanding Natural Beauty in the UK and home to the inventions such as the fuel cell and tarmac.

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.

This spirit of innovation, invention and fairness is at the heart of our vision for Swansea as a sustainable economic powerhouse for south west Wales. Working with our two universities, private sector, government and third sector partners, we will see Swansea driving economic prosperity in a city region famous for the adaptability of its workforce, its spectacular natural environment and the wealth of its ideas.

#### *A City to be proud of*

'Swansea is the best place'. Dylan Thomas wrote it and we are proud to say it. We are proud because we're a city that works together and is renewing itself for the future.

We're a city where children and their futures matter, where older people are supported, where education counts and where tackling poverty and challenging health inequality means as much as creating a vibrant economy, sustainable communities and enjoying our fantastic natural environment.

We stand for fairness, for aspiration and for opportunity.

We are proud because we are Swansea.

## **What we have achieved in recent years**

Swansea has achieved much in recent years. Some highlights include:

- Swansea became the first local authority in the UK to adopt the United Nations Convention on the Rights of the Child (UNCRC) reflecting our commitment to children and young people.
- Rolled-out the *Swansea Standard*, which focuses on the Council and our staff providing excellent customer service.
- 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.
- Worked with partners and the Welsh Government to launch the City Region and a strategy has been adopted to attract investment and create the right conditions for jobs, businesses and wealth.
- Launched a review of the City Centre, which includes public consultation and engagement to help shape the future development strategy and support future funding bids.
- Finalised a Tackling Poverty Strategy and developed an external Swansea Poverty Partnership Forum to help deal with poverty and the effects of poverty.

- Worked with Welsh Government and with others through the South West Wales Councils and SWWITCH to lobby the Government in London to extend the electrification of the main railway line from London to Swansea.
- Agreed a strategy to safely reduce the number of looked after children in Swansea.

## **The challenges ahead**

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

- Attracting economic investment.
- Regenerating Swansea's city centre and communities across Swansea.
- Creating high quality employment opportunities.
- Addressing inequalities in health, education, employment and life chances between people living within different communities in Swansea
- Demographic pressures and increasing demand for public services
- Significant reductions in public spending.

## **Our ambitions and commitments to residents**

We want to:

- Safeguard Vulnerable People – so that our citizens are free from harm and exploitation.
- Improve Pupil Attainment – so that every child and young person in Swansea gains the skills and qualifications they need to succeed in life.
- Create a viable and vibrant City and Economy – so that Swansea has a thriving mixed use City Centre that will support the prosperity of our citizens.
- Tackle Poverty – so that every person in Swansea can achieve their potential.
- Build Sustainable Communities – so that the places where people live and work meet the diverse needs of existing and future residents.

We will do this by:

- Focussing on meeting people's requirements and delivering outcomes.
- Working with others where this is beneficial and helps us meet people's needs.
- Looking at different ways of working in order to meet challenges, improve services and the way we offer help to the people of Swansea.
- Containing spending pressures, reducing costs and delivering services more efficiently.
- Investing or switching resources into our priorities.
- Intervening earlier and preventing need from escalating.
- Equipping our employees to meet the challenges, improve service delivery and the way we offer help.
- Ensuring that we have a sharp focus on the delivery of our commitments.

Our **Vision** is for

**A safer, greener, smarter,  
fairer, healthier, richer  
Swansea**

# Our Priorities

We want Swansea to be a place that is more prosperous with a skilled and well-educated population, less characterised by the contrasts and extremes of poverty across the city. We want to improve well-being so that communities are safer, healthier, more cohesive and resilient so that everyone can be enabled to fulfil their potential.

This Corporate Plan sets out what the Council aims to achieve and how we will measure progress. The Corporate Plan fulfils our 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**.

Our five key priorities are outlined below.

- **Safeguarding vulnerable people**
- **Improving pupil attainment**
- **Creating a vibrant and viable city and economy**
- **Tackling poverty**
- **Building sustainable communities**

These priorities represent the overriding objectives for the Council. Some services will directly deliver these priorities. Others will make a contribution either on their own or by working in partnership with others.

This Plan does not include everything that we do, the Council provides lots of other services that are important and are valued by residents, but not everything can be a priority. **This Plan focuses on what is most important for Swansea.**

This Plan sets out for each Priority:

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

It is important to point out though that each of these priorities cannot be seen in isolation from each other. Each priority both affects and is affected by our other priorities. For example, improving educational attainment is both important to our efforts to tackle poverty and improve the city and economy.



Interdependencies between priorities in the Corporate Plan

## Our Values

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

### People Focus

We will focus on community needs and outcomes and on improving the lives of the people who live and work in Swansea. We will also respect, value and support our employees and demonstrate the highest standards of integrity.

### Working Together

We will promote a whole partnership approach, working across services to maximise resources and knowledge and joining forces with others outside the Council to ensure we prioritise our resources and get the best for our communities.

### Innovation

We will promote and support a culture of innovation. We will think and work differently to improve our ability to deliver and to meet the financial, demographic and societal challenges we face.

Clear plans will be developed across all Services for how these three Values will be delivered and how we will share learning across the Council, as part of our Innovation Programme.



# Our Principles

Our Plans and Priorities will be underpinned by three key principles. These principles are essential to deliver our Priorities and will be woven through all that we do.

## **Sustainability**

We will work to improve the economic, social and environmental well-being of Swansea. This means making sure that the needs of the present are met without compromising the ability of future generations to meet their aspirations. It is a key principle at the heart of our *Sustainable Swansea – Fit for the Future* strategy, which is about transforming Council services, ensuring the financial viability of the Council and improving outcomes for residents. As part of this we will continue to engage with and seek the views of residents and service users. The principle of sustainability has prevention and integration at its heart and we will develop long term plans for addressing our Priorities, working with others. We will also ensure that, through this approach, we meet the requirements of the Well Being and Future Generations Act.

## **Prevention**

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

## **Partnerships**

We will work together with our partners across the public, business and voluntary sectors through the Public Service Board and through other collaborative means in order to meet the shared challenges that face Swansea and its communities. We will take a 'Team Swansea' approach, working as a whole Council to ensure that every service can play a part in contributing to our Priorities and that we share resources and expertise. The needs of our residents and the major challenges facing Swansea can only be tackled through productive partnerships, greater integration of our services and pooling of resources.

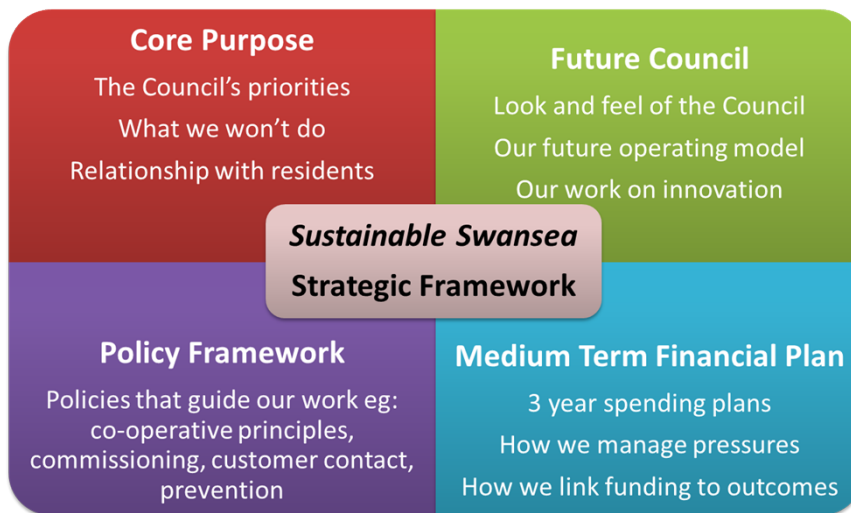
We will expect all Services to demonstrate how these Principles are being used as part of their business planning and day to day service delivery.

# Our Delivery

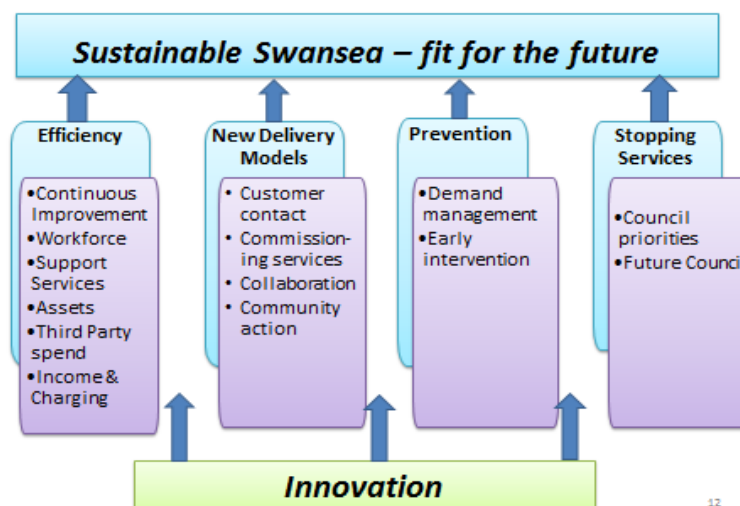
To meet the challenges facing Swansea and to deliver our Priorities we need a sharp focus on resourcing, delivery and performance improvement. This requires a strong programme for change and a clear approach to future funding, our relationship with customers and how we manage and support employees.

## ***Sustainable Swansea – Fit for the Future***

The Council’s strategic framework for the future is set out within our *Sustainable Swansea – Fit for the Future* strategy. This has four key elements:



*Sustainable Swansea* has four Workstreams and 14 delivery strands which will deliver the changes we wish to see in support of the Priorities set out in this Corporate Plan:



## **Our funding**

Funding from central government has been cut over recent years and, based upon current estimates, this trend will continue until at least 2020. The Council has already made significant savings in recent years and has reduced senior management by a third.

Previous indications from the Welsh Government are that local authorities should continue to plan for a 4.5% reduction in grant each year. Future reductions will heavily depend on future Spending Review announcements. Taken together with other demographic and service pressures, the estimated funding gap for Swansea Council is £36m for 2016/17, rising to some £90m in total including the following two years

To ensure our services are cost-effective, we will review all areas of spend. We will work to ensure that services contain spending pressures within their allocated budgets. We will seek efficiencies before services are cut. We will look for innovative ways to increase our income. We will look at new and innovative models of delivery for services and how communities can be enabled to help themselves. We will ensure that resources are targeted onto areas of disadvantage and on preventative services and demand management.

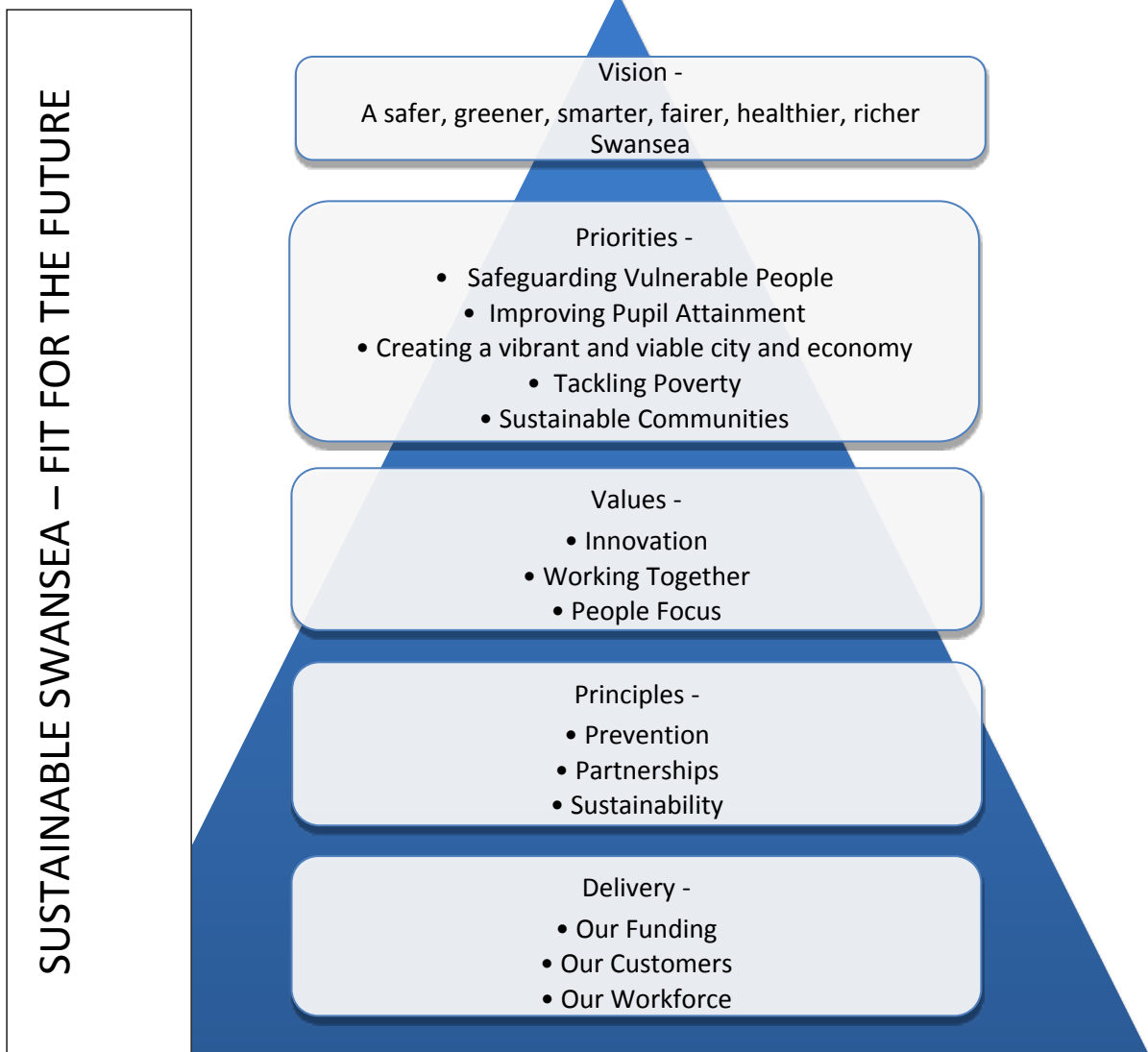
## **Our Customers**

Despite these challenges, there is a reasonable expectation from residents that services will improve. People no longer want a 'one size fits all' approach. They want services that are responsive and adaptable to their needs. They want to access services in different ways and in ways that are more convenient for them. We will shift customer contact to digital self-service channels, whilst promoting digital inclusion. We will use customer insight, engagement and feedback to improve services. We will consolidate our customer services into a single service and we will support customers to use the new contact methods. But the challenges ahead also require a new relationship between residents and public services – which is reflected in Priority 5: Building Sustainable Communities. We will support residents, families and communities to be more self-reliant and resilient and to do more things for themselves.

## **Our Workforce**

The workforce and the culture of an organisation are vital in achieving our aims and overall success. Our employees will need to work differently to meet our challenges and will need to be equipped with new skills and approaches in order to do so and to fulfil their potential. We will embed our corporate values promoting empowerment, innovation and personal responsibility into the organisational culture so that we can improve services and outcomes. We want employees to be aware of risks but not to inhibit innovation. We want an organisation where innovative thinking is enabled, encouraged and rewarded. We want an organisation where employees feel valued and supported and where success is rewarded. We want an organisation where there is a 'no blame' culture and where mistakes are seen as an opportunity to learn and improve.

# Our Corporate Plan on a page





# Safeguarding Vulnerable People

## Why is this a priority?

“Safeguarding” is a wider concept than the protection of children and adults and deals with the promotion of:

- Physical, emotional and mental well-being;
- Protection from harm and neglect;
- Education, training and leisure;
- Contribution to society and the economy.

Swansea Council is committed to ensuring that its citizens are free from harm and exploitation, including bullying, domestic abuse, child exploitation and human trafficking. We want people to be able to live as independently and as safely as possible in their own homes. We also want children to stay with their families or be supported in family settings where it is safe for them to do so.

Many of our services are focused on supporting people and we will ensure that arrangements are in place to make sure that all of our schools, care homes, family centres, leisure centres, libraries and other 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.

## What needs Improving?

Safeguarding vulnerable people needs to be seen as everybody’s business within every service within the Council and by all elected Members. We also need to improve awareness of safeguarding within our communities, with volunteers and contractors and with our partner organisations through the work of the Regional Children Safeguarding Board; people need to know how to raise any concerns that they may have. Safeguarding is a key consideration in the transformation of key Council services and new models of delivery.

## **What are we going to do?**

Every organisation working with children, young people and adults should be committed to safeguarding and to promoting their well-being and health.

We will ensure that there is clear understanding amongst staff, volunteers, Councillors, trade unions and those working on behalf of the Council about the Corporate Safeguarding Policy and guidelines for safeguarding children and adults.

We will work towards ensuring that contractors who provide services commissioned and/or used by the Council comply with the Corporate Safeguarding Policy and have appropriate standards, practices, guidelines and training in place around safeguarding

We will ensure that each service in the Council has a clear understanding about how it contributes to safeguarding people and monitors how it does this.

We will develop and deliver safeguarding training packages to be used across all Council services as well as specialist training for Councillors.

We will make sure that the Council's corporate safeguarding arrangements are informed by the United Nation's Convention on the Rights of the Child (UNCRC).

We will ensure we have effective arrangements for safeguarding and protecting those at risk from significant harm and exploitation, including domestic abuse, child exploitation and human trafficking.

We will co-ordinate a multi-agency response to address domestic abuse in Swansea through the work of the LSB and a strategy to reduce domestic abuse in Swansea.

We will ensure that local citizens know where to go for advice and assistance regarding any safeguarding concerns they may have.

We will ensure that safeguarding is a key consideration in relation to the development of new models of service and transformation, including online safety.

## **What Outcomes are we seeking to achieve?**

- 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.
- 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.
- Council employees and people in our communities feel confident about how to identify, discuss and report concerns in respect of children and adults.

- Effective arrangements are in place for safeguarding and protecting those at risk from significant harm and exploitation.
- 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.



## **Improving pupil attainment**

### **Why is this a priority?**

We want every child and young person in Swansea to gain the skills and qualifications they need to succeed in life. Currently too many children and young people are not attending school regularly and are not achieving the skills and qualifications that they need to go on into further education, employment or training.

### **What needs improving?**

We need to ensure that all children and young people attend school regularly so that they have a better chance of improving their skills and qualifications. Educational outcomes in Swansea have shown good improvement in recent years. The focus on improving outcomes for ALL children and young people remains. Raising aspirations and effective work will stop poverty and disadvantage holding back improvement and opportunities.

### **What are we going to do?**

Schools with low attendance will be challenged to improve. Officers of the authority will work with each of these schools to ensure they know what they have to do to improve.

The focus on improving literacy in English and Welsh at all ages will remain so that pupils are able to read and follow the curriculum. Pupils' success will be monitored at the end of key points in statutory education up to age 16.

Schools with low performance will be challenged to improve. There will be an increased emphasis on schools helping each other as well as being supported by the authority



## **What Outcomes are we seeking to achieve?**

- Improved primary and secondary school attendance rates.
- Improved pupil numeracy and literacy rates.
- Improved pupil educational attainment.



### Priority Three

# Creating a vibrant and viable City and Economy

## Why is this a priority?

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.

## What needs improving?

- Attractiveness and vibrancy of the City Centre.
- Better quality retail, office, leisure, & residential floor space to support economic growth.
- More and better quality employment and skills development opportunities.
- Reducing the numbers of long-term unemployed and economically inactive.
- Transport and digital infrastructure to enhance connectivity & accessibility.
- The profile and reputation of Swansea as a destination to build confidence amongst residents, businesses and visitors.
- Further investment along the Fabian Way innovation corridor and new leisure, tourism and heritage-led development to complement City Centre. Regeneration.
- Means of sustaining the rural economy.

## What are we going to do?

Reinforce and improve the City Centre as a vibrant regional destination for shopping, culture, leisure, learning and business.

Work to deliver the physical regeneration of the City Centre in line with our revised City Centre Strategic Framework – in particular, property development and enhancement and delivering enabling infrastructure to support regeneration.

Secure funding sources to support the regeneration of the City Centre and associated transport improvements.

Continue to prepare design guidance, development briefs, market sites and appoint developers.

Ensure Swansea represents a strong commercial opportunity for new indigenous and inward investment development to deliver the Council's priority regeneration schemes.

Create employment and training opportunities through the application of the *Beyond Bricks and Mortar* programme.

Work with partners to continue the delivery of a competitive digital infrastructure to support the city's economic growth, investment and productivity gains.

Adopt the Local Development Plan (LDP) and supporting supplementary planning guidance, such as the Fabian Way Innovation Corridor Strategy, and the Area of Outstanding Natural Beauty (AONB) Management Plan.

Support development that positions Swansea as an economically competitive place and an economic driver for the City Region.

Facilitate growth and diversification of the local economy and an increase in high value, skilled employment.

Ensure that communities have a sufficient range and choice of good quality housing at sustainable locations to meet community needs and support sustainable economic growth.

Promote and enhance a diverse and sustainable rural economy.

Improve, expand and diversify appropriate leisure, tourism and heritage facilities and infrastructure.

Develop Swansea as a City of innovation and grow higher value economic activities.

### **What Outcomes are we seeking to achieve?**

- Vibrant new retail and leisure development within the City Centre, commencing with the comprehensive redevelopment of St David's.
- A Kingsway Employment Hub to stimulate enterprise development.

- Redevelopment of Civic Centre site, contributing to improving the vibrancy of the City Centre.
- 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.
- 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.



# Tackling Poverty

## Why is this a priority?

This is a priority for Swansea because we have residents experiencing poverty due to:

- A lack of resources.
- Their family circumstances.
- Poor life chances.

Which can result in:

- Worklessness.
- Poor educational attainment.
- Health inequalities.
- Dysfunctional families.
- absence of aspiration/ low expectations.
- Poor housing conditions.

Swansea is a City and County of inequality with some of Wales's poorest and richest areas only miles apart.

There are a number of key areas which we as a Council are working to address, such as:

- Children having the best start in life and being able to achieve in their early years enabling them to learn and thrive.
- Families are supported to live healthy lives
- Young People having choices and opportunities when they are in school and when they leave school to enter learning, training and employment.
- For families and individuals to be able to have a good standard of living, which means having well paid employment and claiming the right benefits they are entitled to.
- For people to live in good quality affordable homes, which support sustainable communities.

## **What needs improving?**

We need more accessible high quality services for all children aged between 0 – 7 years of age.

We need to ensure all children are able to be ready for school and therefore able to play, communicate, move and problem solve.

We need to ensure that children of all ages, maximise their learning potential

We need ensure all young people are encouraged and given the opportunity to enter education, employment and training post 16 years of age.

We need to maximise people's benefits and assist people into employment that pays.

Swansea has come a long way in providing decent housing but we need to continue to improve the quality of homes generally and housing supply.

We need to support the reduction in health inequalities in life expectancy and chronic ill health conditions.

We need to increase the number of adults with qualifications and with opportunities for employment.

We want people to be more involved in decision making and running services in their areas.

## **What are we going to do?**

Implement Swansea's Early Years Strategy which is working with Health to ensure all children that live in Swansea are supported to develop and be the best they can be. This is by:

- Raising standards in child development within all childcare settings.
- Using the Swansea statement to raise awareness of child development.
- Running Flying Start Plus and our Early Years language pathway.

Swansea is implementing the Youth Progression and Engagement Framework by::

- Identifying vulnerable young people early and supporting them in the right way.
- Knowing where every young person is on their education, employment and training journey.
- Ensuring the right provision is available.

Swansea will continue to address the impacts of Welfare Reform changes, including the introduction of Universal Credit by:

- Maximising the benefits that people are entitled to and improving the speed of processing.
- Supporting people with appeals.

- Challenging sanctions.
- Supporting the most vulnerable.
- Analysing and raising awareness of the impact of welfare reform.

Swansea will continue to tackle poverty by empowering communities, targeting resources and changing cultures through:

- Community involvement and action.
- Swansea's Tackling Poverty Strategy and action plan.

Swansea will improve housing quality and supply by:

- Improving the Council Housing stock up to the Welsh Housing Quality Standard.
- Providing new and additional affordable housing units.
- Preventing homelessness.
- Leading and promoting the improvement of housing conditions in the private sector.

## **What Outcomes are we seeking to achieve?**

- 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.



## Priority Five

# Building Sustainable Communities

## Why is this a priority?

We need to work together to build and support sustainable and thriving communities because this will result in the best possible outcomes for people, reduce the need for public services, and consequently reduce the cost of services.

Sustainable communities are ones people want to live, work and bring up their families within. These are communities in which the vulnerable find support, people run businesses, and families work well and stay together.

Current models of service delivery are unsustainable and do not always provide the best outcomes for people. Swansea is changing and residents' needs are changing too and the transformation of services is vital to meet these future challenges.

We also need a new relationship between residents and public services. Residents, families and communities want more say and control over how their own needs, wants and expectations will be met; communities need the right resources, assets and facilities in place to support them to help to achieve the outcomes they want to achieve.

## What needs improving?

There are some key areas where sustained and long term change is needed. Overall, we want to ensure that communities achieve the best possible outcomes for themselves.

We need to work with residents, communities and families to develop their skills to allow them to have more say and control over how their own needs, wants and expectations will be met.

There needs to be a new relationship between residents and public services, which involves reviewing the future role of the Council and what we will and will not do.



Council services need to be transformed to meet changing needs and expectations, future challenges and reduced Council budgets.

Council employees need to develop the skills needed in order to help support people to be more self-reliant and resilient and to do more things for themselves.

There is a need for more early intervention and prevention and a greater focus on improving well-being so that there is less need for people to resort to statutory services.

We want to improve the cohesiveness of communities where people believe they live in a good place, can take part in decisions affecting their community and where people get on well together.

Community facilities, technology, resources and assets will need to play their part in helping communities to become more sustainable, cohesive and self-sufficient.

There is a need for us to improve our partnerships with other organisations so that they are fit for purpose and allow us to plan for the longer term. As part of this we need to define our relationship with the third sector and how we plan to work with and communicate with each other in the future.

We need to ensure that our planning processes are better informed with an improved understanding of local needs.

## **What are we going to do?**

We plan to:

Review schemes associated with the 'Prevention Budget' aimed at reducing the need for services over the longer term.

Ensure that communities have access to a full range of preventative services, which allow them to promote their wellbeing, live healthy and active lives and prevent them requiring access to statutory services wherever possible. In doing this, we plan to develop Local Area Coordination further.

Promote independence to keep people living at home or within the community for longer and reduce admissions to residential care. In doing this, promote housing options such as sheltered housing and supported living.

Give people more choice and control over their own care through initiatives such as direct payments.

Work with the voluntary, community, public and private sector in Swansea and the wider region to promote community action, build capacity and develop projects for communities to run services, manage assets.

Develop a Third Sector Strategy and a COMPACT outlining how we plan to work and communicate with the third sector.

Improve the cohesiveness of communities so that people like where they live and who they live with.

Undertake further widespread community engagement about the future role of the Council and how we can support residents, families and communities to support themselves.

Engage with communities further to increase community involvement in local services.

Provide community information, advice and signposting to enable people to take advantage of community based resources and help them meet their own needs.

Promote better working with our partners and clarify our roles so our relationships are effective and enable us to plan better to meet the needs of our residents.

Improve Council planning with improved intelligence so that we have a more informed view of community needs.

### **What Outcomes are we seeking to achieve?**

- 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.

# Next Steps

## How we will monitor progress

- As part of the regular performance improvement framework through Quarterly and Annual Performance Monitoring Reports.
- Monthly reports to Performance & Financial Monitoring Meetings and Executive Board.
- Council's Poverty Forum – Action plan and performance framework within the Poverty Strategy.
- Accountability for delivery built into the Objectives for Cabinet Members and Directors/Heads of Service.

## How we will report achievements

- Quarterly and annually through Cabinet.
- Annual Review of Performance.
- Via the Council's website to publicise achievements using case studies.

## When and how this plan will be updated

- Annual update.

## Other useful information e.g.: how this links with the *One Swansea Plan*

- The Priorities in this Corporate Plan are closely linked to the *One Swansea Plan* and are informed by the joint needs assessment.
- All of the actions will require collaboration with our partners to achieve the outcomes, including our joint approach on community engagement.
- We will work with the Swansea Public Service Board to ensure that this happens.

# Appendix – Swansea Profile and Challenges

Swansea is the second largest city in Wales and the regional centre for South West Wales. It is situated in the middle of the South Wales coastline and is bordered by Neath Port Talbot in the east and by Carmarthenshire in the west.

It covers a land area of 378 square kilometres and can be broadly divided into four geographic areas; the open moorlands of the Lliw Uplands in the north, the rural Gower Peninsula in the west including the Gower Area of Outstanding Natural Beauty (AONB), the suburban areas stretching from the edge of Swansea towards settlements in the west and around the M4 corridor and the coastal strip around Swansea Bay.

Swansea's natural environment is of outstanding quality and is one of the most biodiverse Counties in the UK. Approximately 17% of the County's area is protected by European or National designations such as Special Protection Areas (SPAs), Ramsar Sites and Sites of Special Scientific Interest (SSSIs). A further 30% has been identified as being of significant local ecological interest, including Local Nature Reserves and Wildlife Trust reserves.

## Key demographics

The total population of the City and County of Swansea currently stands at 240,300 (Mid-Year Estimate 2013), indicating an increase of 0.3% (700) compared to the 2012 estimate. Swansea is now has the second largest local authority population in Wales after Cardiff and has experienced 11 consecutive years of growth since 2001. The number of households in Swansea increased by almost 9,000 (+9%) between 2003 and 2013, with the largest growth in single person households.

Swansea's population is projected to grow by 13.1% (31,200 people) between 2011 and 2036, the fourth highest growth rate in Wales. The key driver of population growth in Swansea is migration, with the majority of growth each year being driven by either internal/UK migration<sup>1</sup>.

Swansea's population pyramid shows a large spike in the 19-22 yr age group, associated with the inflow of students to Swansea's two universities (including those from overseas). The proportion of people aged between 20-24 yrs has increased by 31.4% over the last 10 years. However, Swansea's population is also ageing with a significant increase in the number of people aged 65 yrs+ between 2001 and 2012. In addition, Swansea has a higher proportion of elderly people aged 80 yrs than the average for Wales and the UK.

Although the proportion of people from a non-white ethnic group living in Swansea is relatively low at 6% of the total population, it is higher than the current average for

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<sup>1</sup> Although there has been a small increase in the birth rate since 2008.

Wales at 4.4% and has increased by 198% (9,500) between 2001 and 2012. The largest non-white ethnic groups in Swansea are; Chinese (0.9%) and Bangladeshi (0.8%) communities.

Currently there are 104,000 resident households in Swansea, indicating an increase of 9.3% (8,900) households since 2001 and slightly higher than the average rate of household growth for Wales at 7.5%.

The most common household structure in Swansea is single 'adult' households, followed by two person households (no children). The number and proportion of single parent families (1 adult and 1 or more child) has increased between 2002 and 2012 and currently represents 11.7% of all households in Swansea.

Although Swansea generates around 40% of the regional Gross Value Added (GVA) and provides 40% of employment in the area, the rate of productivity is lower than both the average for the UK and Wales. Currently, within Swansea, GVA is only around 75% of the GVA for the UK. The key drivers of underperformance are associated with a relatively low number of businesses in the local area, too few people with higher level qualifications and a relatively high rate of economic inactivity.

Swansea has a net inflow of around 14,500 workers from Neath Port Talbot and Carmarthenshire. It represents the second largest centre for office space in Wales and accounts for about 75% of region's finance and insurance jobs and around 50% of public and business administration and support services jobs.

Of the 101,700 people currently in employment living within Swansea, almost 9 out of 10 people (91,000) are employed within the service sector. Almost a third of people in employment (32,000) work within the Public Sector, which is higher than both the average for Wales at 26.1% and the UK.

Overall, the number and proportion of people claiming Jobseekers Allowance in Swansea over the last 10 years has fallen significantly but lower than the equivalent reductions for Wales and the UK. In Swansea, there are more claimants of Employment and Support Allowance (ESA) and the earlier incapacity benefits (IB/SDA) than both the average for Wales and the UK.

Swansea has an above average share of its local areas (12%) featuring in the 10% most deprived in Wales (WIMD 2014). In terms of the overall index, the most deprived Lower Super Output areas in Swansea are in Penderry, Townhill and Castle

Over the last ten year period, life expectancy in Swansea has increased by around 2 years for both males and females. However, statistics from the Public Health Wales Observatory (2005-09) suggest that Swansea has a life expectancy gap between the most and least deprived areas of around 12 years for males and 7 years for females. The healthy life expectancy gap is nearly 23 years for males and 15 years for females.

Almost 1 in 4 people (23.3%) living in Swansea have a long terms health condition, or disability which is slightly above the average for Wales at 24.7%, but lower than the proportion in 2001 at 24.7%. 1 in 8 (12.7%) people living in Swansea currently provide unpaid care to a relative or friend. Approximately 43% of people who provide unpaid care, provide 20 hours or more of care each week.

## **Challenges**

Key economic challenges for Swansea are related to relatively low levels of productivity and skill levels, high levels of economic inactivity and low levels of enterprise. Specific challenges for Swansea identified by the Local Service Board are to match the UK's GVA per capita growth rate, match the UK's average earnings growth rate and to reduce worklessness so that it is close to the UK average.

Other challenges include demographic changes – an aging population and an increasing demand for public services, against a backdrop of significant reductions in funding to public spending. There is an increasing level of demand for public services – linked to the recession, welfare reforms and an aging population - placing greater pressure on health and social care services at the same time that budgets for public services are facing unprecedented cuts. Related pressures for public services include attempts to manage demand, improving efficiency, prevention and early intervention, new models and cultural change programmes with both its workforce and customers.

**Where to find additional information: -**

### ***Delivering for Swansea Corporate Plan 2016/17***

If you have any questions or comments on the content of this plan, you can contact Performance & Delivery by: Email to [improvement@swansea.gov.uk](mailto:improvement@swansea.gov.uk) Telephone 01792 636000.