

Delivering for Swansea

The City & County of Swansea's Well-Being Statement for 2017/18

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Foreword

Swansea faces a number of challenges now and in the future, such as climate change, poverty, health inequalities and jobs and growth. To tackle these we need to work together. To give current and future generations a good quality of life we need to think about the long term impact of the decisions we make.

If we are to beat these challenges, we know we can't keep doing things in the way we always have. We have to do things differently to make things change.

The Well-being of Future Generations (Wales) Act is about improving the social, economic, environmental and cultural well-being of Wales. It will make the public bodies listed in the Act, like the City & County of Swansea, think more about the long-term, work better with people and communities and each other, look to prevent problems and take a more joined-up approach. This will help us to create a Wales that we all want to live in, now and in the future.

None of this will be easy and will take time to fulfil. The City & County of Swansea has made a good start but there is a lot more to do. Swansea was an early adopter for the Well-Being of Future Generations Act and continues to push the boundaries of sustainable practice. Our values and principles together with our well-being objectives that are described in our Corporate Plan already make a significant contribution to improving the economic, environmental and cultural well-being of Wales; but the Council needs to do more to show that it is doing all it can do contribute to the Wales that we want and is working in a way that shows that the Sustainable Development Principle is fully embedded in its business.

The City & County of Swansea is fully committed to embedding sustainability as its central organising principle. It will build upon the good practice that already exists and will continue its maturing commitment to sustainable development, learning together along the way so that it shapes all that we do both now and in the future.

Cllr Rob Stewart
Leader of the Council

Phil Roberts
Chief Executive

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1. Introduction

The City & County of Swansea has been a leader in sustainable development in Wales and the UK. The Council has had a Sustainable Development function and resources in place since 1997.

The City & County of Swansea recognises the opportunity that the Well-Being of Future Generations (Wales) Act 2015 provides and is aiming beyond compliance to achieve transformational change.

The Council acted as Wales' Model Authority in implementing the WLGA Sustainable Development Framework. This learning influenced the development of the Well-Being of Future Generations Act and accelerated the pace of change within the organisation. As an early adopter of the Act, the Council continues to work to embed sustainable practice. A Future Generations Board has been established to support the delivery of the Act within the City & County of Swansea. A Next Generation Services Cabinet portfolio has been created to help support the change.

There are some good examples to show how applying the sustainable development principle is making a difference in Swansea. For example, Swansea was the first UK Council to adopt and embed the United Nations Convention on the Rights of the Child (UNCRC). This aims to teach young citizens to respect rights and understand responsibilities. A globally responsible Wales needs globally aware and responsible citizens. More than one hundred schools have been supported by the Council to become UNICEF Rights Respecting Schools.

Swansea received a UNESCO Learning City Award at the Mexico conference – the only one in the UK and one of only 12 worldwide at that point in time. Swansea is planning to host the 2017 UNESCO Learning City Regional Seminar.

The Council has recently been awarded the Platinum Corporate Health Standard. To gain Platinum, an organisation really has to excel in terms of wider corporate social responsibility and innovation across the six categories – transport, facilities management, procurement, employment and skills, capital build, and community engagement. You also have to demonstrate that sustainability runs through each of these, providing a direct link to the Well-being of Future Generations Act.

Our Corporate Plan *Delivering for Swansea* sets out our values, principles and well-being objectives that show how we are contributing to improving the economic, environmental and cultural well-being of Swansea and of Wales. The change is in progress but there is still a lot more to do.

Our Corporate Plan needs to be reviewed and revised to show that the Council is doing all that it can to contribute to economic, environmental and cultural well-being of Swansea and of Wales. The Council needs to show that, through its maturing approach to the Act, sustainable development is becoming further embedded in the ways in which we work. A revised Corporate Plan will be published as soon as possible following the local government elections in May 2017.

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The work to review and revise the Corporate Plan and embed sustainable ways of working to show how we are maximising our contribution to the well-being of Wales is however already underway. An Integrated Impact Assessment (IIA) has been completed on the existing Corporate Plan, which illustrates our contribution and identifies options for maximising that contribution; this will be considered during the revision of the Corporate Plan following the local government elections in May 2017.

During the review of our well-being objectives and Corporate Plan, we will involve citizens to review and maximise our contribution. We will look ahead to future trends and ensure that we meet the needs of today without compromising the interests of future generations. We will involve other public bodies in our proposals to see how we can add value by working together and ensure that we do not plan to do something that could have a detrimental impact on what they plan to do. At the same time, we will need to ensure that these ways of working are also fully embedded into the way that the Council operates and does business.

This document details our initial well-being objectives to be set by 31st March 2017 and the steps being undertaken to contribute to the seven well-being goals outlined in the Act. Options for maximising that contribution will be reviewed during the revision of the Corporate Plan following the local government elections in May 2017; some of these options are also included in this document. This document also shows how the five ways of working set out in the Act have been applied in determining our well-being objectives and how this will be revisited during the review of the well-being objectives and Corporate Plan following the local government elections.

2. Our Corporate Plan – vision, values, principles and well-being objectives

Our Corporate Plan *Delivering for Swansea* outlines our future challenges, our priorities (well-being objectives) and the way in which we will work to deliver our objectives and meet future challenges.

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 and associated skills.
- 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.
- Technological change.
- Climate change.
- Energy security.

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Our ambitions and commitments to residents – our well-being objectives

In order to meet these challenges, we have prioritised five well-being objectives. We want to:

- **Safeguarding 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 and local economy 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.

How we will work – our values and principles

Our values and principles expressed in our Corporate Plan underpin the delivery of our well-being objectives and reflect the Sustainable Development Principle:

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. 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 well-being objectives and will be woven into the way that we work.

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- **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 well-being objectives, working with others. We will also ensure that, through this approach, we meet the requirements of the *Well Being of Future Generations (Wales) Act 2015*.

- **Prevention**

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

- **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 well-being objectives 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.

3. Our Delivery – the steps

The table on the next page demonstrates that all of our well-being objectives taken together and the steps that we are undertaking to deliver them as described in the current Corporate Plan show our contribution to all seven national goals¹ and to the social, economic and cultural well-being of Swansea and Wales.

The table also outlines options for maximising our contribution, which will be considered during the review of our well-being objectives and Corporate Plan following the local government elections in May 2017. These options were identified as a result of an Integrated Impact Assessment (IIA) undertaken on the current Corporate Plan.

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

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The IIA helped us review our current contribution and generated options for maximising that contribution when seeking to address gaps in our contribution evident in our current Corporate Plan; particularly concerning our environmental and cultural contribution, including the Welsh language. These options are not exclusive and will be determined following engagement with other public bodies and with the diversity of Swansea citizens following the local government elections in May 2017.

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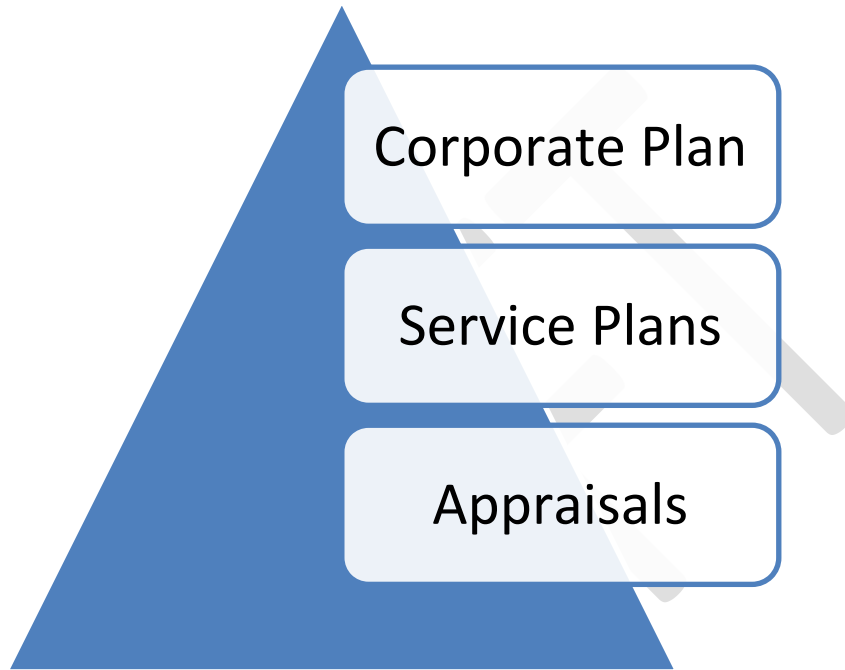
National Goals				
Well-Being Objectives				
Safeguarding Vulnerable People	Improving Pupil Attainment	A Vibrant and Viable City & Economy	Tackling Poverty	Building Sustainable Communities
Our current contribution	Our current contribution	Our current contribution	Our current contribution	Our current contribution
<ul style="list-style-type: none"> Improved understanding and awareness of safeguarding amongst Council staff, elected Members and those working on behalf of the Council. Council employees, elected Members, those who work on behalf of the Council and the public know how to report safeguarding concerns. Those who work for and with the Council have appropriate safeguarding arrangements in place. Effective safeguarding arrangements are in place to protect those at risk from significant harm from exploitation. Working to reduce incidents of domestic abuse and ensuring that victims are supported well. Safeguarding is considered during service change and transformation. Our approach to safeguarding is informed by the UNCRC 	<ul style="list-style-type: none"> Working to improve school attendance and attainment so that pupils improve their skills and qualifications that they need to go on into further education, training or employment. Supporting and challenging schools to improve attendance and pupil performance and encouraging schools to support each other. Focusing on improving literacy in English and Welsh at all ages so that pupils are able to read and to follow the curriculum. Working to improve pupil numeracy. 	<ul style="list-style-type: none"> Redevelopment of the City Centre - new retail offers, better quality commercial floorspace, city living and an employment hub. Developing Swansea as a City of Innovation and grow higher value economic activities. Working to deliver a competitive digital infrastructure to support investment, growth and productivity. Employment & Training opportunities created through social benefit clauses in regeneration contracts. A Planning Policy Framework supporting the creation of a vibrant & viable city and economy Working to attract new inward investment into Swansea. Progressing strategic housing and mixed development sites to meet housing need and provide employment opportunities. Promoting and enhancing a diverse and sustainable rural economy, including extension of the tourist season. Improving, expanding and diversifying leisure, cultural and heritage facilities and infrastructure. 	<ul style="list-style-type: none"> Working with our Health partners to ensure that, through our Early Years Strategy, children in their early years and at Foundation Phase achieve their expected language, emotional, social and cognitive development and are ready for learning and for school. Through our Youth Progression Framework, ensuring that young people are able to access employment, education or training after reaching 16 years of age. Helping to address the impacts of Welfare reform and preparing for the introduction of Universal Credit, such as helping people to receive the maximum benefits that they are entitled to. Investing to improve Council housing and building more Council homes to help meet housing need, regenerate estates and bring wider economic and employment benefits. Preventing homelessness to help maintain stability and security for families, safeguard health, well-being and prevent social exclusion. 	<ul style="list-style-type: none"> Working with others and the community to build capacity and promote community action to enable communities to run services and manage assets. Promoting wellbeing and preventing people from requiring statutory services through early intervention and preventative services. Working to ensure that more people are living at home or in the community instead of in residential care. Providing people with equitable access to services in order to promote independence and improve quality of life. Working to ensure that there is better engagement with the third sector. Work to improve the cohesiveness of communities so that people like where they live and who they live with.
Options for maximising our contribution	Options for maximising our contribution	Options for maximising our contribution	Options for maximising our contribution	Options for maximising our contribution
<ul style="list-style-type: none"> Continue to implement the <i>Signs of Safety</i> approach to involving all relevant stakeholders in ensuring that children are safeguarded. Develop a comparable practice 	<ul style="list-style-type: none"> Continue to transform the schools estate to prepare for reducing budgets, new housing developments and increased demand for Welsh-medium education. 	<ul style="list-style-type: none"> Raise skill levels in the workplace and contribute to the development of ambitious, skilled children and young people and adults by providing apprenticeships. 	<ul style="list-style-type: none"> Provide training and employment opportunities for people living in households where no-one is in work through the <i>LIFT</i> scheme. Help those adults furthest away from the labour market into 	<ul style="list-style-type: none"> Tackle health inequalities in line with Swansea's Health City status. Work with Health partners to refer inactive patients with a variety of medical conditions to a programme of supervised physical activity. Work with partners to provide

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<p>framework for Adult Services to improve social work practice and ensure that vulnerable adults are effectively safeguarded.</p> <ul style="list-style-type: none"> • Working with Barnardo's through the BAYS project to help young people make the transition from care to independent living and help deal with youth homelessness. • Continue to involve looked after children in getting their voice heard about the services that they receive, e.g. through the <i>Fe Fi Forum</i>. • Continue to strengthen collaboration and partnerships on safeguarding through the Western Bay Adult and Children's Safeguarding Boards. • Working in partnership with others through the <i>Team Around the Family</i> to ensure that families with multiple needs broader than one service can address are supported. • Continue to support Swansea's status as a City of Sanctuary; a City that is especially welcoming to asylum seekers and refugees - people fleeing violence and persecution. • Work to tackle hate crime and prevent bullying in schools. • Enforce consumer laws through Trading Standards to encourage fair, safe and honest trading. 	<ul style="list-style-type: none"> • Continue to work with six other local authorities through the regional ERW arrangements to deliver school improvement services. • Providing support for the education of specific groups of pupils who are disengaged from learning and those who are travellers, ethnic minorities or asylum seekers. • Providing support to pupils and schools through the Education Learner Support service for learning and behaviour support, education welfare, educational psychology and statutory assessment. • Promote environmental literacy by increasing understanding, respect and appreciation of our environment through the <i>Sustainable Swansea Schools</i> and <i>Eco Schools</i> schemes. • Work to meet demand for Welsh-medium education through the <i>Welsh in Education Strategic Plan</i>. • Continue to provide library services to boost literacy and improve well-being and Welsh-medium library services, e.g. Welsh rhyme time for babies and toddlers. 	<ul style="list-style-type: none"> • Promote the Green Economy, including renewable energy, such as the proposals for the Tidal Lagoon Scheme, providing energy security, climate change mitigation and economic and employment benefits. • Work with others to provide sustainable transport as part of the city centre redevelopment providing improved / cheaper connectivity and mobility and associated economic benefits at reduced environmental cost. • Working with the Welsh Government, four other local authorities and partners in the public and private sectors across the Swansea Bay City Region to improve prosperity. • Promote public leisure and cultural events aimed at increasing footfall in the city centre and providing economic benefits, e.g. the Wales National Air Show. • Protecting, enhancing and promoting biodiversity and our natural environment providing social, economic and environmental benefits. • Promoting improved bathing water quality and air quality to improve wellbeing. 	<p>employment through the <i>Communities for Work</i> scheme.</p> <ul style="list-style-type: none"> • Provide people on a low income with opportunities to improve their health and well-being through the <i>Passport to Leisure</i> scheme. • Help Swansea's poorest communities tackle poverty by accessing arts, culture and heritage in order to boost skills, confidence, self-esteem and aspiration. • Provide free or low cost environmental events, including guided walks and cycle rides; a wide range of talks, workshops and training courses about wildlife and environmental issues and children's events promoting environmental literacy and improving health and wellbeing. • Work with through the <i>ParkLives</i> scheme to provide free and easily accessible activities in local parks. • Support tackling climate change, help eradicate fuel poverty and boost economic development through the <i>ARBED</i> Scheme and energy efficiency measures in social housing. 	<p>information, advice and assistance to all, including carers and young carers.</p> <ul style="list-style-type: none"> • Implementing the Prevention Strategy and developing innovative preventative/early intervention approaches to delay access to statutory services and allowing people to be more resilient in their own communities. • Consolidating the commitment to develop Local Area Coordination in all areas of Swansea. • Provide easier access for disabled customers and carers to leisure and recreational services through the <i>Hynt</i> card. • Through the Neighbourhood Environmental Action Team (NEAT) provide work for adults with learning disabilities. • Continue to have a reablement focus to all Adult Services to maximise independence and the ability to stay at home for longer in line with people's wishes. • Provide home adaptations for elderly and disabled people so that homes are better suited to meet needs. • Provide housing related support and advice to people through the <i>Tenancy Support Unit</i> in order to prevent homelessness and maintain independence. • Provide play opportunities for children to help their social, emotional, intellectual and physical development. • Work with the police, fire, health and probation services through <i>Safer Swansea</i> to reduce crime and anti-social behaviour. • Through the CONTEST Strategy work with partners to prevent extremism. • Implement the Community Cohesion Delivery Plan to promote cohesive and inclusive communities in Swansea.
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The Council's contribution to the national goals and well-being of Swansea and Wales is not just expressed in the Corporate Plan. The Corporate Plan describes our key well-being objectives and contribution but it forms part of our wider Performance Improvement Framework, which includes departmental Service Plans; the Corporate Plan taken together with Service Plans describes our full contribution. This arrangement is outlined in the diagram below:



4. Our Delivery – five ways of working

The Council will further maximise its contribution to the social, economic and cultural well-being of Swansea and Wales through embedding the five ways of working described in the Act.

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

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

Our Corporate Plan and well-being objectives seek to address long-term challenges highlighted in section 2 of this document. Some examples showing how we are doing this described in our Corporate Plan are highlighted on the next page:

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Example 1 – Creating a Vibrant and Viable City & Economy

Long-term challenge/s: create high quality employment opportunities / attracting economic investment / technological change

Our Contribution: work to deliver a competitive digital infrastructure to support investment, growth and productivity within a context of technology and innovation providing catalysts for future economic growth.

Example 2 – Tackling Poverty

Long-term challenge: Significant reductions in public spending.

Our Contribution: Helping to address the impacts of Welfare reform and preparing for the introduction of Universal Credit, such as helping people to receive the maximum benefits that they are entitled to.

Example 3 – Building Sustainable Communities

Long-term challenge: Demographic pressures and increasing demand for public services.

Our Contribution: Promoting wellbeing and preventing people from requiring statutory services through early intervention and preventative services.

Other examples of long-term planning relate to how the Council is building resilience into its service delivery. For example, the Council has successfully applied a **Safe Looked After Children Reduction Strategy** as part of its efforts to ensure a more preventative approach aimed at safely reducing demand for children's services and ensuring that other alternatives to statutory Child & family Services are explored. Where children do become looked after, the strategy also promotes quality placement arrangements and positive outcomes to help children in these situations reach their potential.

The Council will need to further develop its capability and capacity for foresighting and take a longer-term strategic outlook looking at future trends and scenarios in order to build a strategic picture looking ahead to between 10 and 25+ years. The City and County of Swansea has been working on building up a picture of what future trends might mean for the Council and for Swansea's communities in the future. For example, the Council has produced a **Future Trends Report** to inform strategic planning.

At a local level this knowledge has been used to help develop **ward scenarios**, which provide a narrative of how future trends might have an impact at a community level. A pilot was carried out in collaboration with 'The Wales We Want' and *Cynefin* to engage local residents and service providers in Penderry

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about future challenges and opportunities at a ward level. A workshop held with elected ward Members, officers and third-sector community organisations explored how future trends might affect the way that the community might function in 2040 and identified ways in which residents and services might act in the short-term to create a more vibrant and sustainable community in the long-term.

More recently a series of '*conversation starters*', featuring localised future trends and questions, have been posted to a local Facebook group to generate discussion amongst residents who do not typically engage through more traditional channels.

The Council has already started to review its *Risk Management Framework* and policy to embed all of the five ways of working, including long-term, to reflect a better understanding, assessment and management of long-term challenges and risks.

The Council has a number of strategic schemes, which help mitigate or adapt to future trends including:

- a 30% carbon reduction target over a 10 year period from 2011;
- working in partnership with local organisations to improving energy efficiency and reduce carbon emissions (Welsh Quality Housing Standard, Green Deal Home Improvement Fund, ARBED);
- the development of the Local Flood Risk Management Plan;
- improving facilities in the city centre for sustainable modes of transport;
- developing a Green Infrastructure Strategy for Swansea, and;
- reducing waste through the 'Keep it to three' campaign.

The Council also runs schemes designed to work directly with communities to help make them more resilient to future trends. For example, increasing *growing spaces* across the County to improve self-sufficiency, food security, access to affordable, healthy produce and promote community cohesion and resilience. The *Swansea Community Energy and Enterprise Scheme (SCEES)* explores how local people in some of Swansea's most economically deprived areas can benefit from community renewable energy projects.

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

Through our well-being objectives we are working to prevent problems or to stop them from getting worse. Some examples of how we are working preventatively, which are reflected in our contribution and described in our Corporate Plan, are highlighted on the next page:

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Example 1 – Safeguarding Vulnerable People

Issue: preventing vulnerable people from being subjected to abuse, harm and exploitation.

Contribution to prevention: Improved understanding and awareness of safeguarding amongst Council staff, elected Members and those working on behalf of the Council so that they know how to identify and report concerns.

Example 2 – Improving Pupil Attainment

Issue: Preventing children from not being in education, employment or training post-16 years of age.

Contribution to prevention: Working to improve school attendance and attainment so that pupils improve their skills and qualifications that they need to go on into further education, training or employment.

Example 3 – Tackling Poverty

Issue: Preventing children from not being ready for learning at school.

Contribution to prevention: Working with our Health partners to ensure that, through our Early Years Strategy, children in their early years and at Foundation Phase achieve their expected language, emotional, social and cognitive development and are ready for learning and for school.

We are continuing to embed preventative approaches into service delivery. For example, Social Services manages the property and financial affairs of service users who are aged over 18 and have been assessed as mentally incapable of managing their finances and where there is no suitable third party, e.g. family, who are able or willing to do so. This work prevents and safeguards such service users from being subjected to financial abuse.

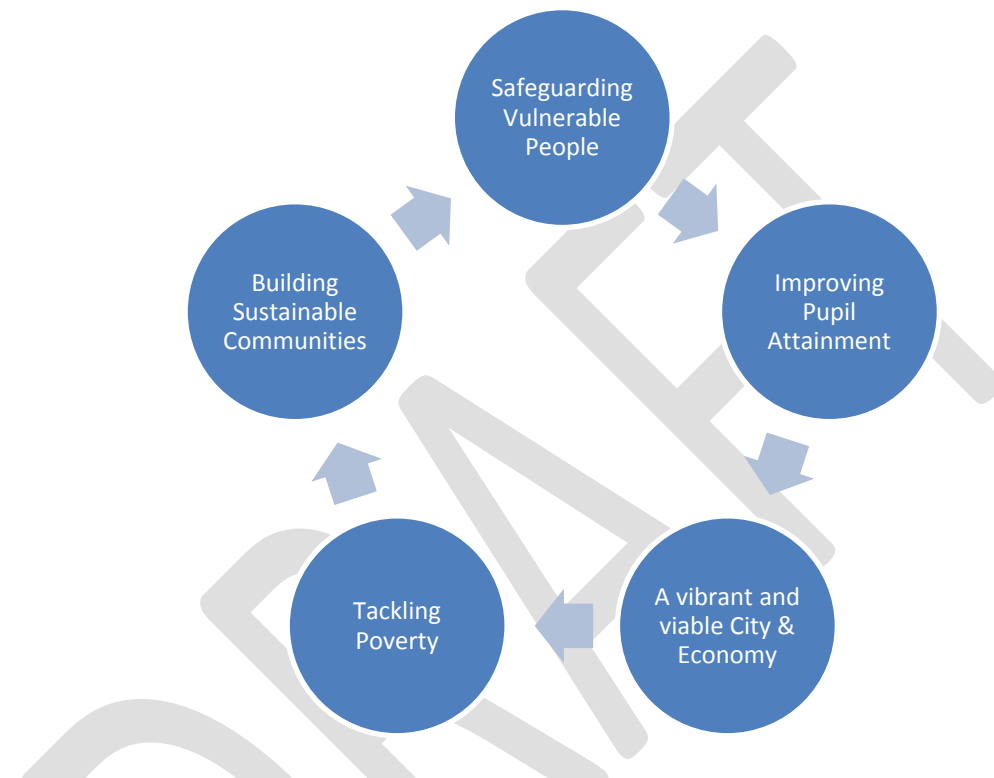
One of the intended outcomes from our well-being objectives to *Safeguard Vulnerable People* is to ensure that there are reduced incidents of domestic abuse and that victims are supported well. Swansea's new Domestic Abuse One Stop Shop is a multi-agency initiative of the Domestic Abuse Forum offering a range of services, including early intervention and preventative services, to support anyone who has experienced domestic abuse.

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

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- **How our well-being objectives relate to each other and to other public bodies objectives**

It is important to point out though that each of our well-being objectives cannot be seen in isolation from each other. Each well-being objective both affects and is affected by the others. For example, improving educational attainment is both important to our efforts to tackle poverty and improve the city and economy. This interdependency is illustrated in the diagram on the next page:



Here is an illustration of how our well-being objective to *Create a Vibrant and Viable City & Economy* integrates with our other well-being objectives.

- Create a vibrant and viable City & Economy
 - The LDP helps inform planning provision for school places (**Improving Pupil Attainment**) and the provision of affordable housing (**Tackling Poverty**).
 - Placing social benefit clauses in regeneration contracts will create employment and training opportunities for the long-term unemployed and economically inactive (**Tackling Poverty**).
 - Working to deliver a competitive digital infrastructure will help people in communities benefit from technological improvements (**Building Sustainable Communities**) and enable them to have the facilities and get the skills needed to deal with welfare reform and the introduction of Universal Credit (**Tackling Poverty**).

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The Council is working to identify the connections and potential impacts of diverse policies and programmes and highlight where such policies / programmes can reinforce or undermine each other. The Council's ***Integrated Impact Assessment tool (IIA)*** is being used in the Council to identify and strengthen interdependencies.

We have subjected our current Corporate Plan and well-being objectives to an IIA, which has helped us map our current contribution to the national goals and identify further options for maximising our contribution to the social, economic and cultural well-being of Swansea and Wales, which are set out in this document.

The assessment is carried out by a panel made up of experts from disciplines covering all themes. The panel analyse how the strategy / policy / procedure or process contributes to each national goal and embodies the five ways of working described in the Act. Recommendations are given to help maximise positive contributions and mitigate negative impacts.

The IIA has also been used to assess a wide range of strategies within the Council including the Single Integrated Plan, City Centre Strategic Framework Review, Swansea Destination Management Plan and draft Area of Outstanding Natural Beauty (AONB) Management Plan. It is also used by the Local Health Board.

The IIA has been shared with colleagues from both local and regional government. It is being replicated and used by health colleagues nationally and has been presented internationally to the World Health Organisation, where it was well received and praised. The Marmot Team UK was impressed in particular by the way the IIA generates discussion. Locally the IIA approach is endorsed by the Healthy Cities Board.

Our services are currently at the time of writing completing IIAs as part of their Service Planning, which is providing them with the opportunity of mapping their contribution to the national goals and our well-being objectives and how that contribution could be maximised through the five ways of working. Services are being assisted with corporate support to complete their IIAs through diagnostic workshops.

Our Public Service Board partners were given the opportunity to comment in a survey on the outcome from the IIA on our Corporate Plan. During our review of our well-being objectives and the Corporate Plan after the local government elections in May 2017, we will involve other public bodies in our proposals to see how we can avoid issues and add value by working together so that we do not plan to do something that could have a detrimental impact on what they plan to do.

- **Working in collaboration with others**

We are collaborating with partners from the public, private and third sector in order to take steps to deliver our well-being objectives, showing our contribution

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and options to maximise our contribution to the social, cultural and economic well-being of Swansea and Wales. Examples of how we are collaborating with other organisations to meet our well-being objectives include:

- **Safeguarding Vulnerable People**
 - Working in partnership on safeguarding with representatives of each of the main agencies and professionals who are responsible for helping to protect children and adults from abuse and neglect through the Western Bay Adult and Children's Safeguarding Boards.

- **Improving Pupil Attainment**
 - Working with six other local authorities through the regional ERW arrangements to deliver school improvement services.

- **A Vibrant and Viable City & Economy**
 - Working with Welsh Government, four other local authorities and partners in the public and private sectors across the Swansea Bay City Region to improve prosperity.

- **Tackling Poverty**
 - Working with Health partners to ensure that through our Early Years Strategy, children in their early years and at Foundation Phase achieve their expected language, emotional, social and cognitive development and are ready for learning and for school.

- **Building Sustainable Communities**
 - Working to ensure that there is better engagement with the third sector to help build community capacity and resilience.

There are many other examples of collaboration. We are taking steps to improve, expand and diversify leisure, cultural and heritage facilities and infrastructure to bring economic, environmental and cultural benefits. We are working in partnership with Swansea University to breathe life back into the site of the former Hafod-Morfa Copperworks through the ***Cu@Swansea project***. The project includes a programme of physical works to reclaim the site from dereliction and enable people to visit and reconnect with the site, including schools, the public and community groups and a strong friends group has emerged.

Swansea has been recognised by UNESCO for its efforts to promote learning, alongside cities such as Beijing and Mexico City. Swansea received a ***UNESCO Learning City Award*** at the Mexico conference – the only one in the UK and one of only 12 worldwide at that point in time. The Swansea Bay City Region's work to become a Learning City is carried out by a partnership which includes

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Swansea Council, Swansea University, the University of Wales Trinity St David, Neath Port Talbot Council, Carmarthenshire Council, Pembrokeshire Council, Gower College Swansea, the Neath Port Talbot Colleges Group, Coleg Sir Gar, Pembrokeshire College and schools across the region. The focus has been on current and future generations, encouraging entrepreneurial learning among all citizens, from pre-school to old age. Swansea is planning to host the 2017 UNESCO Learning City Regional Seminar.

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

The Council is committed to consulting with, and involving, residents, other stakeholders and employees in the council's decision making process. We have a **Consultation and Engagement Strategy** in place, underpinned by a set of principles and supported by a **Consultation Toolkit** for practitioners to help them engage with residents and service users.

Swansea Voices Online Panel consists of database of residents who are regularly consulted by the Council about its services and local issues. Its membership is continually refreshed to give as many people as possible the opportunity to take part. Recent areas of consultation have included the City Centre redevelopment and priorities for the Council's budget.

Swansea Reputation Tracker is an ongoing telephone survey undertaken by the Council. Every other month 180 people are asked their opinion about the Council, the services it provides, Council staff and satisfaction with their local area. The information gathered each year provides us a representative account of public opinion and is used to inform our service plans and is submitted as part of our performance monitoring processes.

In addition, the Council engages with the diversity of the population through diversity groups and forums, such as the 50+ Network, BME Forum and LGBT Forum. For example, during the development of the **Council's Strategic Equality Plan** and Equality Objectives, we involved a large number of local groups and individuals as part of an ongoing engagement process, inviting them to have their say. We offered a variety of opportunities and activities:

- Drop-in sessions – an opportunity for everyone to have their say in a more informal setting.
- Group visits – either a meeting or an informal discussion – depending on the group's preference.
- Feedback via email –so that people can have their say without having to speak to us themselves.
- The opportunity to complete an online survey.
- A Big Conversation event with children and young people.
- Stakeholder / forum meetings.

The Council's Equality Objectives will be considered during the review of our well-being objectives. This will be to help us understand how equality supports the setting and achievement of our well-being objectives and an Equality Impact Assessment will be undertaken to support this. In reviewing our well-being

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objectives we will ensure this is done in accordance the requirements of the Welsh Language (Wales) Measure 2011.

Some further examples on the next page demonstrate how we are working to involve people who have an interest in meeting in our well-being objectives:

- **Safeguarding Vulnerable People**

- Involvement of looked after children is sought through the **Fe Fi Forum**, a forum for young people 'looked after' by the Council. The forum was responsible for developing the children's guide '*Swansea Cares*' in conjunction with the Participation and Children's Rights Worker.

- **Improving Pupil Attainment**

- The Council was the first in the UK to adopt and fully embed the **United Nations Convention on the Rights of the Child (UNCRC)** that sets out rights for all children and enables them to participate in society in an equitable way. As part of its commitment to the UNCRC, schools in Swansea participate in the **Rights Respecting Schools Award**. The Award recognises achievement across aspects of school life, including active pupil participation in decision making throughout the school. More than 100 schools have been supported by the Council to become Rights Respecting Schools. More than 15 of our schools have now achieved Level 2 – the highest level of the award granted by UNICEF UK to schools that have fully embedded children's rights in their policies, practice and ethos. YGG Llwynderw has become the first Welsh medium school in Wales to achieve the award. This work is supported by involving pupils through **School Councils** and through **Pupil Voice**, which is directly aimed at increasing pupil participation as set out in Article 12 of the UNCRC. The UNCRC will inform the Council's review of its well-being objectives and how children and young people will be involved and supported to participate.
- **The Big Priority Setting Conversation** took place in March 2016 where young people worked together to agree themes for Big Conversations in 2016/17. The priorities identified were:
 - mental health;
 - anti-bullying;
 - support in transition to adulthood;
 - substance abuse;
 - housing and homelessness;
 - domestic abuse, feeling safe in school, and;
 - a curriculum for life.
- These priorities were fed into the Children and Young People's Partnership Plan for the next three years. Since then, there have been the **Big Mental Health Conversation** in May 2016, the **Big Anti-Bullying Conversation** in July 2016 and **Big Housing Conversation** in September 2016 involving school pupils and young people from across Swansea.

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- **A Vibrant and Viable City & Economy**

- The Council has undertaken an extensive consultation and engagement process during the development of its **Local Development Plan (LDP)**. The views of the public and interested stakeholders are critical in the formation of the LDP. Public consultation has taken place during each key stage of its development through surveys and through public events.

- **Tackling Poverty**

- The **Big Conversation** gave pupils the opportunity to meet with Swansea Council elected Members in order to discuss ideas and opinions about their education. They were also involved in a number of workshops where they had the opportunity to find out ways in which they can have their voice heard in Swansea and in Wales. Ideas from the conversations helped inform the Councils Education strategy.

- **Building Sustainable Communities**

- **Community action** is central to how the Council is looking to plan and deliver services. The formation of 'Friends' groups are being supported to regenerate local parks, beaches and allotments. Examples of success include **Parc Llewellyn**, where a Green Flag Award resulted from the work of the Friends Group, and **Vetch Veg** - a community vegetable garden created in collaboration between residents of the Sandfields in Swansea and the artist Owen Griffiths located at the former Vetch field football ground to promote and encourage community spirit through gardening and social activities. A recent review of Community Action was undertaken by the Building Sustainable Communities Scrutiny Panel and its recommendations on supporting volunteers will be implemented where not already underway.

There are many more examples of citizen and user involvement in the delivery of our well-being objectives, including both one-off consultation events and where engagement with users is ongoing. Close to 800 people visited a Swansea city centre public exhibition giving people the chance to share their views on ideas and concepts to regenerate the **St David's development site** as part of the regeneration of the City Centre set out in our well-being objective to *Create a Vibrant and Viable City & Economy*.

Swansea is the first Council in Wales to implement the **Signs of Safety (SOS)** approach to safeguarding. The SOS approach has a strong emphasis on involvement and on building partnerships and collaboration. This takes place not only with the family, but also with other professionals, extended family and peer relationships. This helps build resilience in families and communities and helps

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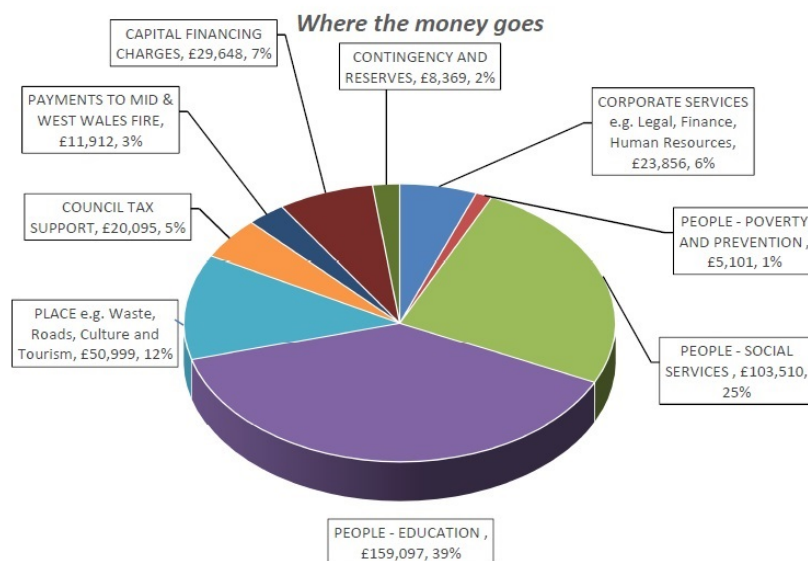
them find solutions that are unique to their individual circumstances so they are able to provide safe care for their children by developing a safety network. It also gives a way of working that involves all stakeholders, including the children, to enable them to give their own view and how they feel about their situation.

As part of the Council's recent award of the Platinum Corporate Health Standard, Assessors met with 15 service users and staff and were impressed with a range of projects. These include the **Fforestfach Day Service** which is doing great things to support adults with learning disabilities to benefit from jobs and work experience that makes a difference to them and to local communities. The service deserves great credit for seven brilliant projects ranging from the well-known Neighbourhood Environmental Action Team (NEAT) teams to catering services at the Victoria Park Kiosk, the Fforestfach fruit and vegetable nursery and the Grounds Maintenance Team, which supports management of wildlife and environmental habitats.

The Council will continue to look to improve how it involves organisations and a diversity of people from all communities in its well-being objectives. During the review of our well-being objectives and Corporate Plan following the local government elections in May 2017, we will involve organisations and a diversity of citizens to review and maximise our contribution and how they can be further involved, considering the impact on different groups and communities.

5. Our Budget – resourcing our priorities

Following consultation with staff, the public and other stakeholders, a report on the budget goes to Cabinet and is then discussed at a meeting of full Council. The Council has over £400 million to spend. The vast majority of this money comes from the Government and grants, and we raise further money from council tax and income. This is how it is currently allocated (2016/17 budget):



Public consultation on 2017/18 budget is already underway at the time of writing. Although the amount of money we receive from Welsh Government is likely to

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increase next year by £3million, there will need to be £16million of additional expenditure, which is outside our control such as the new apprenticeship levy, for example.

We also think that our funding from Welsh Government will reduce significantly in the coming years, which means we'll have £55m less to spend at a time when demand for services like social care is rising.

The public have already told us their priorities are schools and social services. Our budget includes a list of budget priorities in line with our well-being objectives set out in our Corporate Plan. But with less money we'll have to reduce spending on these priorities whilst making bigger cuts in other areas to balance the books.

We raise around £100million in council tax each year, but this isn't enough to cover the cost of our social services, let alone all the other services we provide. The overall cost of council services means simply raising council tax is not an option. So we have to take other steps.

Changing the way we work – *Sustainable Swansea: fit for the future*

We've already reduced our costs by transforming the council through our *Sustainable Swansea: Fit for the Future* programme. This includes modernising services by using the internet, reducing administration and back-office services, generating income to pay for services and **helping families earlier** so that we can reduce costs later on. This is expected to save £16.3 million next year alone.

We've saved money by reducing senior staff and we've identified efficiencies and savings in services totalling over £65 million in the last three years. We're planning to further reduce management and business support costs by £3.4million in the coming year alone.

We're also reviewing all of our services to ensure they are delivered in the best way and saving money by **working with partners** such as the police and health, or **preventing the need** for people to access costly statutory services where need can be met elsewhere. Stakeholders are involved at key stages during service reviews and options are subjected to an Equality Impact Assessment to ensure there are no negative implications for the diversity of the population.

The **public can play their part** by helping to run services, such as the successful scheme where bowlers are maintaining their greens, or by increasing recycling at home.

But it's not all about reducing spending. We want to invest in our priorities like the city centre, improving classrooms and delivering the City Deal with the potential to create 9,000 jobs.

Balancing all of these things will mean taking difficult decisions. We may have to close some services but if we take action now and find sustainable alternatives, we'll be able to protect more services.

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6. Monitoring Delivery – keeping performance under review

We will monitor delivery and keep our progress meeting our well-being objectives under review as follows once revised and published in our Corporate Plan following the local government elections:

How we will monitor progress

- As part of the regular performance improvement framework through Quarterly and Annual Performance Monitoring Reports to Cabinet.

How we will report achievements

- Quarterly and annually through Cabinet.
- Annual Report.

When and how this plan will be updated

- Annual update.

7. Next Stages – what we plan to do next

The work already underway to review our well-being objectives and Corporate Plan will continue after the local government elections in May 2017.

We plan to consult and engage with other public bodies in order to see how we can collaborate to maximise our contribution and ensure that our plans do not conflict with what they intend to do.

We intend to involve organisations and the diversity of citizens in a meaningful way in reviewing our well-being objectives and will consider options for maximising our contribution through the steps we plan to take and through the ways of working by referring to options identified in the Integrated Impact Assessment that we have undertaken on our current well-being objectives and Corporate Plan.

We will also review evidence to help inform this work, including future trends and our own assessment of local well-being, which is currently being prepared at the time of writing.

This work will seek to address gaps in our contribution evident in our current Corporate Plan, particularly concerning our environmental and cultural contribution, including the Welsh language.

We intend to publish the reviewed well-being objectives and Corporate Plan as soon as possible after the local government elections.

At the same time, while we have made some good progress embedding the ways of working into how we do business as illustrated in this document, we want to continue to build on this.

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In order to fully meet our obligations under the Act and through our review of business support, we want to:

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

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8. Where to find additional information

Corporate Plan 2016/17 *Delivering for Swansea*

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

One Swansea Plan

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

Sustainable Development

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

Corporate Health Standard Award

<http://www.healthyworkingwales.wales.nhs.uk/corporate-health-standard>

Safeguarding

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

Schools and learning

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

Children and Young People's Rights – UNCRC

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

Flying Start

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

Local Development Plan (LDP)

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

Swansea Central Area Regeneration Framework <http://www.swanseacitycentre.com/wp-content/uploads/2012/10/SCARF18.02.16-V4iii.pdf>

Community Action

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

Swansea Bay City Region

<http://www.swanseabaycityregion.com/en/index.htm>

Western Bay Safeguarding Boards

<http://www.wbsb.co.uk/default.aspx?page=10651>

Education Through Regional Working (ERW)

<http://erw.wales/>

Have Your Say – consultations

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

Strategic Equality Plan

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

Welsh Language

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