

***Delivering a Successful &  
Sustainable Swansea***

**The City & County of  
Swansea's Corporate Plan  
2017/22**

## Foreword

There are a number of major challenges facing the world, the UK, Wales and Swansea. Many of these challenges require us to work in a different way to how we have worked before.

The population of Swansea just like the rest of the UK and Wales is going through some major changes. We are getting older, our communities are more diverse and the population is set to continue to grow. The ageing population also means that we are seeing increases in certain illnesses and conditions, such as dementia. A growing population and an increase in the number of households mean that providing additional and affordable housing is a priority. Levels of poverty and health inequality continue to prove to be stubbornly high. All of this is putting additional pressure on public services at a time when budgets and finance is being squeezed.

Globalisation, changes to global economic growth and shifts away from manufacturing to service and technological based economies and BREXIT creates challenges for the UK, Wales and Swansea economies but also opportunities that need to be captured and pursued if we are to fulfil our potential

Climate change is one of the greatest dangers and challenges facing us all and we need to think how we can adapt, reduce our carbon and greenhouse emissions and reduce our risk to flooding and other significant impacts. This also involves making better use of our land and natural resources whilst seeking to protect our natural environment and improve biodiversity.

To tackle these challenges 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. We have to do things differently to make things change. If we are to beat these challenges we need to 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 continues to push the boundaries of sustainable practice. Our values and principles together with our well-being objectives that are described in this Corporate Plan already make a significant contribution to improving the economic, environmental and cultural well-being of Wales and Swansea; but the Council needs to do more to show that it is doing all it can do contribute to the Wales and Swansea that we want and is working in a way that shows that sustainable practice 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

## 1. Introduction – Review of the Corporate Plan and Well-Being Objectives

The City & County of Swansea published its well-being statement before 31<sup>st</sup> March 2017 as required by the Well-Being of Future Generations (Wales) Act 2015.

The well-being statement sets out our key priorities for 2017/18. These priorities, known as our 'well-being objectives', are our objectives for improving the environmental, cultural and social well-being of Swansea and Wales.

The full well-being statement can be found along with a copy of this Corporate Plan by clicking on this link –

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

We undertook to review and publish this Corporate Plan following the local government elections in May 2017.

The review of the Corporate Plan and our well-being objectives was undertaken by consulting with local people and by assessing the following evidence:

- Future trends and challenges.
- An assessment of local well-being.
- Our equality objectives, including Welsh language.
- Reference to national indicators.
- Our policy commitments.

Our Corporate Plan and our well-being objectives were revised for 2017/22 following this review.

The Corporate Plan describes the steps being undertaken to meet our well-being objectives and contribute to the seven national well-being goals<sup>1</sup> outlined in the Act.

The Plan also sets out how we are maximising our contribution to our well-being objectives and national goals through the way in which we work, which is in line with sustainable principles as follows:

- Looking ahead to the medium and long-term challenges.
- Preventing problems from occurring or from getting worse.
- Ensuring our objectives do not contradict each other and complement those of other public bodies.
- Working in partnership with others.
- Involving local people.

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<sup>1</sup> 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.

A summary of our published well-being statement for 2017/18 follows. It incorporates changes to the well-being statement that have been made following the review of our well-being objectives and Corporate Plan.

## 2. Summary of Well-Being Statement

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

Our Corporate Plan *Delivering a Successful & Sustainable Swansea* and our well-being objectives outline how we will work to meet present and future challenges.

### The challenges ahead

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

- Population changes – a growing, ageing and more diverse Swansea.
- Economic changes – attracting investment, high quality jobs and new technology into Swansea while addressing the skills gap.
- Climate change – risks from flooding, air and water quality, dangers to ecosystems and biodiversity and energy security.
- Social and cultural changes – addressing inequalities in health, education, employment and life chances.

We have sought to address these current and future challenges through our Corporate Plan and our well-being objectives.

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

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

- **Safeguarding people from harm** – so that our citizens are free from harm and exploitation.
- **Improving Education & Skills** – so that every child and young person in Swansea gains the skills and qualifications they need to succeed in life.
- **Transforming our Economy & Infrastructure** – so that Swansea has a thriving mixed use City Centre and a local economy that will support the prosperity of our citizens.
- **Tackling Poverty** – so that every person in Swansea can achieve his or her potential.
- **Transformation & Future Council development** – so that we and the services that we provide are sustainable and fit for the future.

The review of our Corporate Plan and well-being objectives saw the removal of the former *Building Sustainable Communities* well-being objective and its replacement with a new *Transformation & Future Council* objective.

The aim of the previous *Building Sustainable Communities* objective was to ensure that the places where people live and work meet the diverse needs of existing and

future residents. This is now being addressed through our *Transformation & Future Council* objective and through our other four well-being objectives.

The remaining well-being objectives for 2017/22 expressed in this Corporate Plan are worded differently but are substantially the same as the well-being objectives expressed in the last Corporate Plan. The scope of each well-being objective has however been broadened following the review of our Corporate Plan as we have sought to maximise our contribution to the national goals through our well-being objectives.

## **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 sustainable ways of working:

### **Our Values**

Our Plans are built on three clear values, which 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.

- ***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 needs.

It is a key principle at the heart of the *Transformation & Future Council* priority and 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**

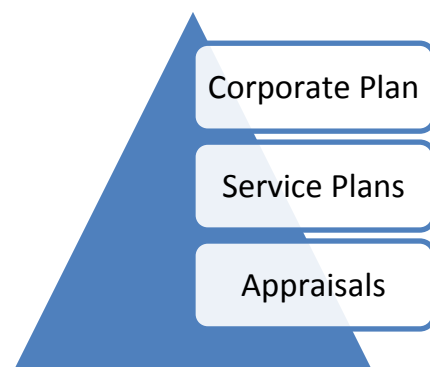
We will work together with our partners across the public, business and voluntary sectors through the Public Service Board and through other collaborative means in order to meet the shared challenges that face Swansea and its communities.

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.

### **Our Delivery – the steps**

Our Corporate Plan demonstrates that all of our well-being objectives taken together and the steps that we are undertaking to deliver them shows our contribution to all seven national goals and to the social, economic, cultural and environmental well-being of Swansea and Wales.

Our contribution to the national goals and well-being of Swansea and Wales is not just expressed in our 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:



## **Our Delivery – sustainable ways of working**

We will further maximise our contribution to the social, economic, cultural and environmental well-being of Swansea and Wales through embedding sustainable ways of working.

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

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

Our Corporate Plan and well-being objectives seek to address current and longer-term challenges.

We have started to further develop our capability and capacity for 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. We have been working on building up a picture of what future trends might mean for the Council and for Swansea's communities in the future.

We recently commenced a series of workshops with staff, elected Members, our partners and the public to add to the work that we have undertaken previously, which includes how future trends might have an impact at a community level.

These workshops seek to identify a common view on future challenges and to sketch out 'what good looks like' to inform future policy development and service design and delivery.

- **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.

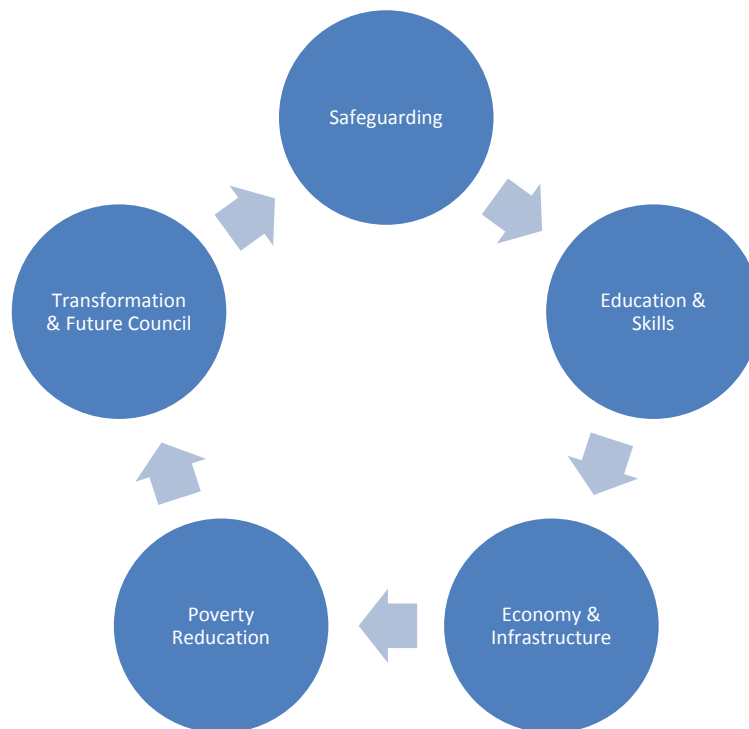
The Council needs to continue to develop its preventative approach and has to that end developed a *Prevention Strategy*. This strategy will further embed early intervention and prevention into the Council's business and place an even greater focus on improving well-being.

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

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 education and skills is both important to our efforts to reduce poverty and to improve the city and economy, which means transforming our education system to ensure children and young people have the necessary skills for the new economy.

This interdependency is illustrated in the diagram below:



We are 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.

We have developed an integration tool that is used to identify and strengthen interdependencies.

We have used this tool to assess and review our Corporate Plan and well-being objectives, which has helped map our contribution to the national goals and identify further options for maximising the contribution to the social, economic, cultural and environmental well-being of Swansea and Wales.

During the review of the Council's well-being objectives and the Corporate Plan, Public Service Board (PSB) representatives attended one of the public consultation events to inform the development of the Plan.

Further engagement with our public service board partners on our well-being objectives will be undertaken in 2017/18 and 2018/19 during the production of the PSB well-being plan.

- **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 and options to maximise our contribution to the social, cultural, environmental and economic well-being of Swansea and Wales.



Our full well-being statement describes examples where partnership working is key to delivering our well-being objectives. These include:

- Working with six other local authorities to deliver school improvement services.
  - 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.
  - Working with three other local authorities, the Welsh Government, Universities and the private sector through the Swansea Bay City Deal to transform the economic landscape of the area, boost the local economy by £1.8 billion, and generate almost 10,000 new jobs over the next 15 years.
- **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.

The Council tracks the views of Swansea residents using an ongoing telephone survey. 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. Schools pupils are involved in their education through School Councils and through *Pupil Voice*, which is directly aimed at increasing pupil participation as set out in Article 12 of the United Nations Convention of the Rights of the Child (UNCRC); Swansea was the first UK Council to adopt and embed UNCRC. The Council's *Big Conversation* events give children and young people an opportunity to discuss issues that matter to them and to influence Council policy.

Community action and involvement 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. In social care, strengths based approaches to professional practice is also involving people and their families in helping to deal with their own problems by focussing on their strengths and assets and what they can bring to the table.

We have plans to involve more local people in the Council's decisions that affect them, their families and communities. We will look to establish a forum for community volunteers to involve them in the decision-making process and give them an opportunity to express their views and opinions.

### ***Involving people in our well-being objectives***

The review of our Corporate Plan and well-being objectives for 2017/22 consisted of three different approaches to involving people: (i) focus groups with young people (from 9 different secondary schools), (ii) two focus groups with members of the public and representatives from other organisations centred on identifying current and future challenges, what should be done and 'what does good look like' and (iii) two on-line surveys of members of the public and the Council's citizens panel respectively. The results from this involvement helped shape our revised Corporate Plan and well-being objectives.

The consultation and engagement on our well-being objectives identified a number of common themes and challenges. These are summarised below and are addressed through our well-being objectives:

#### *Economic prosperity and regenerating the city centre*

- Working with partners to deliver the City Deal across the region.
- Creating more apprenticeships and addressing the age gap and employment opportunities for those people further away from the labour market.
- Taking advantage of opportunities arising from the growth of new technology, science and creative industries.
- Improving the leisure, tourism and cultural offer and infrastructure of Swansea.
- Improving transport and infrastructure.
- The need for a sustainable rural economy.

#### *Environmental challenges*

- Encouraging the growth of local carbon, affordable and accessible transportation.
- Building more energy efficient homes.
- Caring for and raising awareness about the environment and promoting recycling.
- Protecting parks, providing more open spaces and promoting biodiversity.
- Investing in green technology and renewable energy.

#### *Health, social care and well-being*

- Enabling older people to live independently and to age well.
- Preventing homelessness and providing affordable housing.
- Supporting carers.
- Working with children in the early years before school.
- Tackling obesity and poor nutrition.

### *Cultural, social and community cohesion*

- Tackle the abuse and bullying of children.
- Encourage volunteering and participation in the community.
- Staging more cultural and community events.
- Deal with hate crime and promote diversity and cohesion.

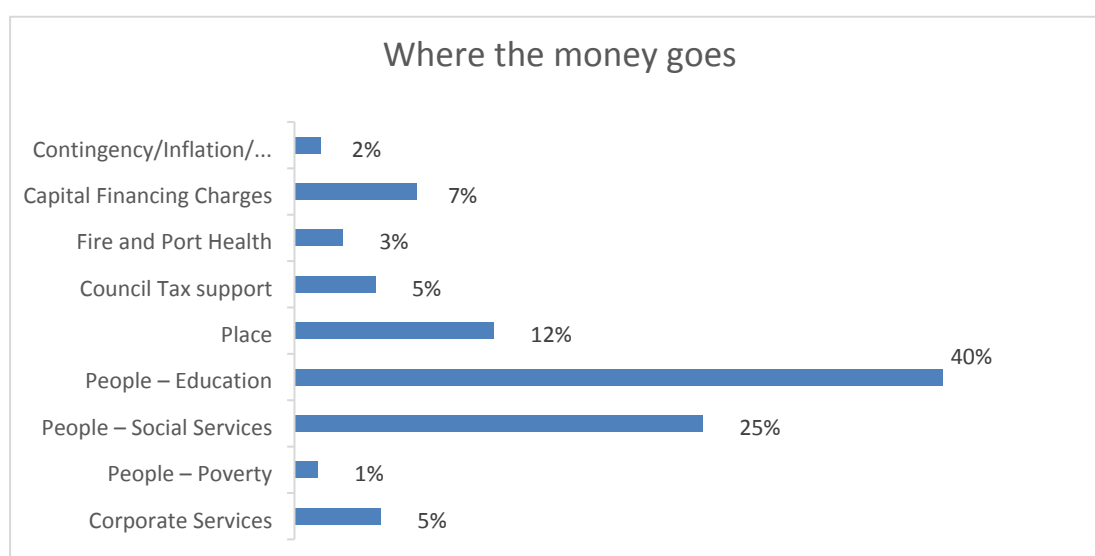
### *Public services and involvement in decision-making*

- The need to focus on early intervention and prevention and reduce demand on public services.
- Providing more information and support on how to access services and support.
- Working more in partnership with others, including the third sector.
- Involving service users more in the planning and design of services and in decision-making.

### **Our Budget – resourcing our well-being objectives**

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 (2017/18 budget):

	£	
Corporate Services	22063	5%
People – Poverty	6068	1%
People – Social Services	103814	25%
People – Education	164716	40%
Place	50763	12%
Council Tax support	20645	5%
Fire and Port Health	12359	3%
Capital Financing Charges	31209	7%
Contingency/Inflation/Reserve	6760	2%
Total	418, 397	



Public consultation on 2018/19 budget will be underway by the Autumn. Although the amount of money we receive from Welsh Government could well reduce in cash next year, there will need to be much larger savings to offset our forecast of £16million of additional expenditure, which is outside our control such as rising inflation and demographics.

We also think that our funding from Welsh Government will reduce significantly in the coming years, which means we will have £60m less to spend in real terms 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. Yet they also tell us some specific events, street cleaning and highways maintenance are very important to them too. 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 over £100million in council tax each year, but this is barely 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.

### **3. Our well-being objectives**

The next part of the Plan sets out our well-being objectives for 2017/22. Each objective is described in detail under the following headings:

- **Why this priority is a well-being objective.**
- **The longer-term challenges each well-being objective will help address.**
- **The steps we will take to meet each well-being objective.**
- **How we will maximise our contribution to the national goals through the way in which we work.**
- **How we will measure progress.**
- **The contribution each well-being objective makes to the Public Service Board objectives.**

## **Safeguarding people from harm**

### **Why this priority is a well-being objective.**

- We are committed to ensuring that citizens live their lives free from harm and exploitation.
- Safeguarding vulnerable people needs to be seen as everybody's business within every service within the Council, by all elected Members and by those who do work on behalf of the Council.
- We want children to be safe from harm and to stay with their families or be supported in family settings where it is safe for them to do so.
- We want to tackle domestic abuse and ensure that victims are fully supported.
- We want people to age well and be able to live as independently and as safely as possible in their own homes.

### **The longer-term challenges this well-being objective will help address.**

- An ageing population representing a significant increase in the demand for health and social care services
- An increase in diseases and conditions associated with an ageing population, such as dementia.
- Reducing the incidents of domestic abuse, including its impact on children.
- Identifying and supporting people who provide unpaid care in Swansea.
- Placing greater emphasis on prevention rather than detection and correction to help deal with increasing demand for statutory services.

### **The steps we will take to meet this well-being objective.**

- Continue to improve understanding and awareness of safeguarding and how to identify and report concerns amongst Council staff, elected Members, partners, the public and those working on behalf of the Council.
- Continue to ensure that effective safeguarding arrangements are in place to protect those at risk from significant harm and exploitation.
- Continue to strengthen collaboration and partnerships on safeguarding through the Western Bay Adult and Children's Safeguarding Boards.
- Continue to involve looked after children in getting their voice heard about the services that they receive through engagement with children and young people

and through strengths based practice that focusses on their strengths and assets and what they and their families can do to help themselves.

- Work with partners to raise awareness around domestic abuse and put in place effective and timely interventions and support.
- Work with partners to address safeguarding in its wider sense; for example, hate crime and bullying in schools.
- Provide people with equal access to services in order to promote independence and improve quality of life.
- Continue to maximise peoples’ independence and the ability to live in their own homes for longer.
- Through the *Prevention Strategy*, ensure that citizens have access to all preventative services, such as Local Area Coordination, which allow them to promote their wellbeing and live healthy and active lives.
- Work with partners to provide information, advice and assistance to all, including carers and young carers.
- Work with partners through the *Ageing Well Strategy* to help people to stay healthy and age well.
- Develop Swansea’s status as the first *Dementia Friendly City* in Wales.
- Work with the Older People’s Commissioner for Wales to establish a *Charter for Older People* to ensure the voices of older people are heard.

**The contribution this well-being objective makes to the national goals.**

A prosperous Wales	A Resilient Wales	A more equal Wales	A Wales of more cohesive communities	A Wales of vibrant culture and thriving Welsh language	A healthier Wales	A globally responsible Wales
		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	

**How we will maximise our contribution to the national goals through the way in which we work.**

- *Preventing problems from occurring or from getting worse* – developing preventative services to avoid the need for people to access statutory services.
- *Addressing long-term challenges* – doing preventative work to reduce demand on social care services from an ageing population and tackling associated conditions, such as dementia.

- *Working in partnership with others* – tackling domestic abuse and helping people to age well with partners through the Public Service Board.
- *Avoiding conflicts between public body objectives* – working with partners through Western Bay regional safeguarding arrangements and through the Public Service Board.
- *Involving people* – involving carers and victims of domestic abuse in their care and looked after children and their families by focussing on their strengths and assets and what they can bring to the table involving parents, families and communities.

**How we will measure progress.**

- Elected Members and Council staff completing mandatory safeguarding training.
- Timeliness dealing with children and adult safeguarding referrals, enquiries and assessments.
- Children in need, children looked after and children on the child protection register.
- Adults and children receiving care and support to meet their well-being needs.
- Rate of carer’s receiving an assessment of their needs.
- People who have completed reablement receiving no care or less care six months later.
- Timeliness completing Deprivation of Liberty Safeguarding Assessments.
- Rate of delayed transfers of care from hospital to social care.
- Number of requests for Local Area Co-ordination.

**The contribution this well-being objective makes to the Public Service Board objectives.**

Children have a good start in life	People Learn Successfully	Young People and Adults Have Good Jobs	People Have a Decent Standard of Living	People are Healthy, Safe and Independent	People have Good Places to Live, Work and Visit
<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>	

## Improving Education & Skills

### **Why this priority is a well-being objective.**

- We want every child and young person in Swansea to gain the skills and qualifications they need to succeed in life.
- Children and young people who attend school regularly are more likely to achieve the skills and qualifications that they need to go on into further education, higher education, employment or training.
- The Swansea Bay City Deal will deliver world-class facilities in the fields of energy, smart manufacturing, innovation and life science, with major investment in the region's digital infrastructure and workforce skills and talent underpinning each.
- Children and young people need qualifications and skills that are suited to the economic needs of the future.
- We want children to be prevented from becoming disengaged from learning.
- When a child is looked after by a local authority, the Council becomes a corporate parent with legal and moral responsibility for that child. We want looked after children to succeed in school and to have opportunities for further education, higher education, employment or training.
- We want our children and young people to be aware of their global rights and responsibilities so that they can be active and responsible citizens, fulfil their potential and make a difference to their communities.
- We want our children and young people to have appropriate Welsh language skills.

### **The longer term challenges this well-being objective will help address.**

- We want to respond to the shift away from large-scale manufacturing to the service economy and the growth of smart technology and the high tech industries sustaining the City Deal.
- We will respond to the City Deal ensuring our children and young people have success in the STEM subjects (science, technology, engineering and mathematics) and digital skills such as computer coding.

### **The steps we will take to meet this well-being objective.**

- Align our education system and work with partners to ensure we create the right people with the right skills to supply the new economy and meet the challenge of the Swansea Bay City Deal.



- Continue to support and challenge schools to improve attendance and pupil performance and encourage schools to support each other.
- Keep focusing on improving literacy (in English and Welsh) and numeracy at all ages.
- Transform the schools' estate to meet demand and respond to the developments set out within the *Local Development Plan*.
- Raise skill levels in the workplace and construction and vocational aspirations, contributing to the development of ambitious, skilled young people and adults by providing apprenticeships.
- Promote lifelong learning to reflect the changing nature of work and to support well-being and reduce social isolation.
- Teach young citizens to respect rights, understand responsibilities and be globally aware and responsible citizens by continuing to support schools to become *UNICEF Rights Respecting Schools* as part of our commitment to the UNCRC and also *Eco Schools* increasing understanding, respect and appreciation of our environment.
- Continue to involve children and young people in their education through *Pupil Voice* and *Schools Councils* and *Big Conversation* engagement events.
- Meet demand for Welsh medium education and promote the use of Welsh in schools through the *Welsh in Education* strategic plan.
- Using our school building and maintenance programme to reduce our carbon footprint.
- Ensure that children are not disadvantaged by poverty when achieving and attaining standards and wellbeing in education.

The contribution this well-being objective makes to the national goals.

A prosperous Wales	A Resilient Wales	A more equal Wales	A Wales of more cohesive communities	A Wales of vibrant culture and thriving Welsh language	A healthier Wales	A globally responsible Wales
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>

## **How we will maximise our contribution to the national goals through the way in which we work.**

- *Preventing problems from occurring or from getting worse* – improving school attendance and attainment so that pupils improve their skills and qualifications that they need to go on into further and higher education, training or employment.
- *Addressing long-term challenges* – ensuring the school curriculum in Swansea provides pupils have the skills and qualifications for the future and contributes to the success of the Swansea Bay City Deal.
- *Working in partnership with others* – work with local authorities through the regional arrangements to support school improvement services.
- *Working in partnership with others* – work with a range of providers to provide a range of learning opportunities.
- *Avoiding conflicts between public body objectives* – creating synergy between Council objectives and economic development.
- *Involving people* – involving pupils in their education through *Pupil Voice* and *Schools Councils* and *Big Conversation* events in order to demonstrate we value these key stakeholders.

## **How we will measure progress.**

- Pupil attendance at school.
- Literacy in English and Welsh and numeracy at different ages.
- Pupils and pupils receiving free school meals achieving five or more GCSEs at A\* to C, including English and Welsh.
- Pupil take up and attainment in STEM subjects at different ages.
- Young people known to be NEET at 16 years of age.
- Apprenticeships in the Council.
- Training weeks secured for the economically inactive or unemployed through community benefit clauses in contracts.

**The contribution this well-being objective makes to the Public Service Board objectives.**

Children have a good start in life	People Learn Successfully	Young People and Adults Have Good Jobs	People Have a Decent Standard of Living	People are Healthy, Safe and Independent	People have Good Places to Live, Work and Visit
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>

## Transforming our **Economy & Infrastructure**

### **Why this priority is a well-being objective.**

- We want to raise economic performance and create wealth and employment opportunities to improve the economic wellbeing of Swansea's citizens
- The biggest ever investment for south west Wales has been secured following the approval of the ground-breaking Swansea Bay City Deal on 20<sup>th</sup> March 2017.
- The City Deal is worth £1.3 billion deal and will transform the economic landscape of the area, boost the local economy by £1.8 billion, and generate almost 10,000 new jobs over the next 15 years.
- In Swansea, 100,000 square feet of flexible and affordable new office space will be constructed on Kingsway in the city centre for tech businesses as part of a digital village that will benefit from world-class digital infrastructure.
- The City Deal will lead to a 215,000 square foot box village development on the University of Wales Trinity Saint David's under-construction Waterfront Innovation Quarter in SA1 providing affordable space for start-up firms.
- The City Deal will also support the digitalisation of the 3,500 indoor arena planned for the city centre's Swansea Central development site, as well as the development of a digital square to include digital screens and digital artworks..
- The City Deal will further drive the physical regeneration of the city centre in line with our revised City Centre Strategic Framework – in particular, property development and enhancement and associated transport improvements, delivering enabling infrastructure to support regeneration.
- We want to take advantage of the opportunities presented by the City Deal and regeneration of the city centre by creating employment and training opportunities for unemployed and economically inactive people through community benefit clauses in contracts and delivering employability support services in partnership with other council services and external partners.
- We want a planning policy framework that supports growth and regeneration and ensures that communities have sufficient good quality housing at sustainable locations to meet community needs and support sustainable economic growth.
- We want to take advantage of untapped growth potential to generate sustainable energy, protect the environment and boost the economy, including continuing to lobby the government to approve the Tidal Lagoon.
- We want to take advantage of Swansea's natural, cultural and built assets and infrastructure to develop the economy while protecting the environment and improving well-being.

### **The longer-term challenges this well-being objective will help address.**

- The growth of smart and mobile technology and high tech industry is set to continue.
- In Wales, digital skills needed for the new economy lag behind the rest of the UK and these will be needed in Swansea through the Swansea Bay City Deal.
- Swansea still has large numbers of working age people not in work.
- There is evidence that Swansea's productivity gap (GVA) is narrowing, but the gap is still significant. There are also currently a relatively small number of businesses in Swansea generating economic activity compared with the UK average and workplace earnings are significantly lower by the same comparison.
- There is a large potential in Wales and in Swansea to generate sustainable energy through the Tidal Lagoon and other community level projects, boosting the local economy and helping to protect the environment.
- Climate change and associated risks such as flooding threatens our economic growth, productivity, well-being, infrastructure and our environment.
- The private vehicle is likely to remain as the dominant form of transport into the future but sustainable and affordable transport and a strategy for an integrated system for transport to serve our rural and urban areas is essential to access employment and training and protect the environment.
- Swansea is still falling well short of its potential as a regional centre and there remain significant deficiencies in the level and quality of housing and supportive infrastructure at a time when housing need and the number of households is growing.

### **The steps we will take to meet this well-being objective.**

- Work with partners to implement the City Deal to invest in digital infrastructure and support investment, innovation, growth, jobs, skills and productivity.
- Take advantage of the opportunities presented by the City Deal and continue the regeneration of the city centre.
- Adopt the *Local Development Plan* that supports the regeneration of Swansea and promotes sustainable communities.
- Promote and enhance a diverse and sustainable rural economy.
- Create employment & training opportunities for the long-term unemployed and economically inactive through community benefit clauses in contracts.

- Improve, expand and diversify leisure, cultural and heritage facilities and infrastructure to help boost the economy, promote tourism and improve well-being.
- Explore establishing a new hotel and leisure development near the Liberty Stadium to complement cultural developments and encourage river taxis to take visitors to the Marina.
- Bid for Swansea to be UK City of Culture in 2021.
- Promote public leisure and cultural events to help improve well-being, promote community cohesion and provide economic benefits.
- Work with partners to secure an international sport village and centre of sporting excellence.
- Support expansion of the Liberty Stadium and the Swans and Ospreys to be successful.
- Promote the Green Economy, including renewable energy (such as SCEES, Tidal Lagoon) providing energy security, climate change mitigation and economic and employment benefits.
- Work with others to provide sustainable and low carbon transport and infrastructure providing improved and cheaper connectivity and mobility and associated economic benefits at reduced environmental cost and improved air quality.
- Promote biodiversity and protect Swansea's green spaces, including parks for recreation and play, to promote health and well-being.
- Manage Swansea's coastline, promote improved bathing water quality and maintain Blue Flag status at Swansea's beaches to encourage tourism, protect the environment and support well-being.
- Progress strategic housing and mixed development sites to meet housing need and provide employment.
- Give priority to providing an affordable housing solution in rural areas.
- Support recycling and ensure we continue to be the leading urban authority in Wales for reusing waste.

**The contribution this well-being objective makes to the national goals.**

A prosperous Wales	A Resilient Wales	A more equal Wales	A Wales of more cohesive communities	A Wales of vibrant culture and thriving Welsh language	A healthier Wales	A globally responsible Wales
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

**How we will maximise our contribution to the national goals through the way in which we work.**

- *Preventing problems from occurring or from getting worse* – promoting renewable energy and sustainable transport to build the economy and help tackle climate change.
- *Addressing long-term challenges* – reshaping Swansea and the region’s economy to meet the economic challenges of the future and technological change through the City Deal.
- *Working in partnership with others* – working with three other local authorities, the Welsh Government, Universities, Health Boards and the private sector to deliver the City Deal.
- *Avoiding conflicts between public body objectives* – adopting the *Local Development Plan* to support the regeneration of Swansea and provide a blueprint for good and consistent land use planning decisions for current and future generations.
- *Involving people* – extensive consultation and engagement process during each stage of the development of our *Local Development Plan* looking to identify opportunities to meet housing need and provide employment.

**How we will measure progress.**

- Timeliness assessing planning applications.
- Approvals of major planning applications.
- Housing units created in the city centre.
- Value of inward investment into Swansea.
- Tourism spend.
- Projects containing community benefit clauses in contracts and number of training weeks created.

- Carbon reduction in Council buildings.
- Recycling rates.

**The contribution this well-being objective makes to the Public Service Board objectives.**

Children have a good start in life	People Learn Successfully	Young People and Adults Have Good Jobs	People Have a Decent Standard of Living	People are Healthy, Safe and Independent	People have Good Places to Live, Work and Visit
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>



## **Tackling Poverty.**

### **Why this priority is a well-being objective.**

- We want a Swansea where having poverty of income is not a barrier to doing well at school, having a healthy and vibrant life, developing skills and qualifications and having a fulfilling occupation.
- We want to challenge inadequate access to necessary services of good quality by targeting resources where they have the most effect, with decisions about that made in conjunction with service users.
- We want all of our residents to have the opportunity and resources to join in with social, cultural and leisure activities and decision-making.
- We want people to maximise their income and get the most out of the money that they have.
- We want people to avoid paying the 'poverty premium', the extra costs people on low incomes must pay for essentials such as fuel and transport.
- We want to ensure that barriers to employment such as transport and childcare are removed.
- We want to ensure people from Swansea's most disadvantaged communities are not excluded and that we reduce inequalities between and within communities.

### **The longer-term challenges this well-being objective will help address.**

- Poverty levels in Wales remain persistent, particularly for working age people and those under 18 years of age.
- Relative child poverty in the UK is projected to rise significantly from 29% in 2014/15 to 36% in 2020/21.
- Most people in Swansea are not in income poverty; but for those who are in poverty, well-being is low.
- Some pernicious aspects of the poverty premium, such as transport, fuel and food, remain very high in Swansea.
- In Swansea, people only get the most for their money if they are already quite well resourced with knowledge and information, well connected digitally and able to get around easily to take advantage of deals. The people least likely to be in this situation are those already suffering the impacts of poverty.
- The detrimental impact of deprivation begins at a very young age and builds up throughout a person's lifetime. Action proportional to need to support families and

children during the very early years can help mitigate this effect and break these links.

- Swansea still has large numbers of working age people not in work and barriers to work, such as experience, childcare and transport, needs to be tackled.

### **The steps we will take to meet this well-being objective.**

- Implement the revised *Poverty Strategy* to empower local people, change cultures to emphasise tackling poverty is everyone's business and target resources to maximise access to opportunity and prosperity.
- Work 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.
- Help to address the impacts of Welfare reform, such as supporting people to claim the full benefits they are entitled to so that they are able to maximise their income.
- Invest to improve housing and build more energy efficient Council homes and affordable housing to help meet housing need, reduce fuel bills, regenerate estates and bring wider economic and employment benefits.
- Prevent homelessness and support people to maintain their tenancies to help maintain stability and security for families, safeguard health and well-being and prevent social exclusion.
- Explore creating our own energy venture to provide low-cost energy to homes helping to tackle high domestic fuel bills and fuel poverty.
- Support tackling climate change and help eradicate fuel poverty and boost economic development through the ARBED scheme and energy efficiency measures in social housing.
- Explore tax relief and support for food bank locations and encourage businesses to reduce food waste by supplying goods to local food banks, whilst exploring sustainable options for reducing food poverty.
- Pilot 30 hours of free childcare in conjunction with the Welsh Government, evaluate the impact on poverty and also work to ensure every community has a reliable, affordable and quality bus service to help reduce barriers to employment.

- Support individuals to overcome their barriers to employment through person-centred employability projects such as *LIFT* and *Communities for Work*. Launch a new pilot Employability programme with a social recruitment model.
- 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.
- Implement the *Community Cohesion Delivery Plan* to promote cohesive and inclusive communities in Swansea.

**The contribution this well-being objective makes to the national goals.**

A prosperous Wales	A Resilient Wales	A more equal Wales	A Wales of more cohesive communities	A Wales of vibrant culture and thriving Welsh language	A healthier Wales	A globally responsible Wales
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	

**How we will maximise our contribution to the national goals through the way in which we work.**

- *Preventing problems from occurring or from getting worse* – helping to prevent high fuel bills and the 'poverty premium' by building energy efficient Council homes and exploring the creation of our own energy venture to provide households with free energy.
- *Addressing long-term challenges* – helping to overcome barriers to employment and get people into work through person-centred employment schemes, affordable childcare and transport.
- *Working in partnership with others* – working with our health partners through the *Flying Start* scheme to ensure that children in their early years are ready for school and for learning.
- *Avoiding conflicts between public body objectives* – recognising that reducing poverty is everyone's business and the Public Service Board has a key role in making this happen across all sectors.
- *Involving people* – delivering community engagement services and community enterprise activities that empower local people to be involved and to participate.

**How we will measure progress <sup>2</sup>.**

- Children in the *Flying Start* scheme reaching their developmental milestones.
- Welfare benefits secured by the Welfare Rights service.
- Timeliness processing housing and council tax benefit applications and changes of circumstances.
- Days homeless families with children spend in Bed & Breakfast accommodation.
- Residents satisfied with their local area as a place to live.
- Residents who agree that their local area is a place where people from different backgrounds get on well together.
- Deliver the Tackling Poverty Strategy and show demonstrable achievement in the measures in the Tackling Poverty Strategy.
- Deliver our Corporate Energy Strategy.
- Deliver our More Homes Strategy.

**The contribution this well-being objective makes to the Public Service Board objectives.**

Children have a good start in life	People Learn Successfully	Young People and Adults Have Good Jobs	People Have a Decent Standard of Living	People are Healthy, Safe and Independent	People have Good Places to Live, Work and Visit
<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>

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<sup>2</sup> Note that performance indicators measuring Poverty Reduction will be reviewed following the production of the Tackling Poverty Strategy Performance Improvement Framework in Autumn 2017/18.

## **Transformation & Future Council development**

### **Why this priority is a well-being objective.**

- We want to modernise and transform the council through our *Sustainable Swansea: Fit for the Future* programme to help tackle rising demand and reducing revenue budgets.
- We want to modernise services by using the internet, reducing administration and back-office services. We want to generate additional income to pay for services and help families earlier so that we can reduce costs later on.
- We want to improve efficiency and further reduce management and business support costs. We also want to continue 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.
- We want the public to play their part by co-producing and helping to run services, such as the successful scheme where bowlers are maintaining their greens, or by increasing recycling at home.
- We want more people involved in the Council's business and in making decisions on things that affect them and their families and communities.
- We want to invest in our priorities like the city centre, improving classrooms, improving and extending our energy efficient housing stock, and delivering the City Deal with the potential to create 10,000 jobs.

### **The longer-term challenges this well-being objective will help address.**

- Demands and expectation of public services continues to increase but with less money to deliver them.
- Residents expect services to be delivered outside of normal office hours and to be joined-up and personal to their needs.
- People expect to be able to contact and deal with public organisations in different ways and are increasingly seeking to contact the Council through the internet and through social media.
- Advances in the use of Big Data and artificial intelligence could transform the way that public services work, including automation and better targeted services.
- More services are likely to be delivered in partnership with others, including other public bodies and the third sector in line with Local Government reform.

**The steps we will take to meet this well-being objective.**

- Continue with *Sustainable Swansea – Fit for the Future* Council modernisation programme in order to transform services, deliver better outcomes for residents and achieve financial sustainability.
- Support and train the Council’s workforce to deliver transformed services so that we have the right people with the right skills, with the appropriate development pathway and rewards, and that we work in ways that provide the most sustainable outcomes for residents.
- Work with others to build capacity and promote community action to enable communities to run services and manage assets.
- Work to ensure there is more targeted and effective engagement with the third sector to achieve both the Council’s and shared priorities and outcomes.
- Encourage greater community ownership of parks and work with ‘friends of parks’ organisations to ensure the long-term sustainability and control of parks and public spaces.
- Continue to modernise public engagement in Council decision making through accessible meeting times, web broadcasting, electronic voting and e-petitions.
- Continue to strengthen the Welsh language service and language services generally offered by the Council by providing basic language training for front-line staff.
- Make community budgets available so that local people can decide together with their representatives what their local priorities are.
- Provide the opportunity for local citizens to influence how policies are written and services are developed through the development of a co-production strategy.

**The contribution this well-being objective makes to the national goals.**

A prosperous Wales	A Resilient Wales	A more equal Wales	A Wales of more cohesive communities	A Wales of vibrant culture and thriving Welsh language	A healthier Wales	A globally responsible Wales
<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		

**How we will maximise our contribution to the national goals through the way in which we work.**

- *Preventing problems from occurring or from getting worse* – helping to prevent people from needing immediate recourse to statutory services through the ‘prevention’ stream of the *Sustainable Swansea – Fit for the Future* programme.
- *Addressing long-term challenges* – changing the way the Council works including more digital services to reflect the move towards people wanting to access services through digital, mobile internet and social media.
- *Working in partnership with others* – working in collaboration with other public bodies and the third sector to deliver services.
- *Avoiding conflicts between public body objectives* – improving engagement with partners, including the third sector, through the Public Service Board to help support the transformation of Council services.
- *Involving people* – involving service users in commissioning reviews of Council services and in community action and ownership.

**How we will measure progress.**

- Customer satisfaction.
- Forecast savings and income and variance from agreed budgets as part of a 3-year financial plan aligned to transformation activity.
- Any data breaches.
- Workforce supported to develop skills and learn new things as part of an organisational development strategy, targeted towards a more agile workforce and 21<sup>st</sup> century public servant.
- Staff sickness.
- Residents who agree they can influence decisions affecting their neighbourhood.

**The contribution this well-being objective makes to the Public Service Board objectives.**

Children have a good start in life	People Learn Successfully	Young People and Adults Have Good Jobs	People Have a Decent Standard of Living	People are Healthy, Safe and Independent	People have Good Places to Live, Work and Visit
		<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>

## **4. Monitoring Delivery – keeping performance under review**

We will monitor delivery and keep our progress meeting our well-being objectives under review as follows:

### **How we will monitor progress**

- Through the 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 review and update.

## **5. Next Stages – what we plan to do next**

Further work will need to be undertaken with the Public Service Board during 2017/18 and 2018/19 during the production of the Board's well-being objectives to ensure there are no conflicts with the objectives of the Council and other public bodies.

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

In order to fully meet our obligations under the Well-Being of Future Generations 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;
- ensure strategic integration and coherence between plans and strategies;
- work to ensure that the sustainable development principle shapes strategy, and;
- Continue to further embed the sustainable ways of working.



## **6. Where to find additional information**

Corporate Plan 2017/22 *Delivering a Successful and Sustainable 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 Bay City Deal

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

Community Action

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

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>