



City and County of Swansea

Notice of Meeting

You are invited to attend a Meeting of the

Scrutiny Performance Panel – Service Improvement & Finance

At: Committee Room 5 - Guildhall, Swansea

On: Tuesday, 13 November 2018

Time: 10.00 am

Convenor: Councillor Chris Holley OBE

Membership:

Councillors: P Downing, P R Hood-Williams, L James, M H Jones, P K Jones, J W Jones, I E Mann, B J Rowlands and D W W Thomas

Agenda

Page No.

- | | | |
|----------|--|------------------|
| 1 | Apologies for Absence. | |
| 2 | Disclosure of Personal and Prejudicial Interests.
www.swansea.gov.uk/disclosuresofinterests | |
| 3 | Notes, Conveners Letter and Response
To approve & sign the Notes of the previous meeting(s) as a correct record. | 1 - 7 |
| 4 | Public Questions | |
| 5 | Reserves Update <ul style="list-style-type: none">Ben Smith – Head of Financial Services and Service Centre | 8 - 29 |
| 6 | Mid-Year Budget Statement 18/19 <ul style="list-style-type: none">Ben Smith – Head of Financial Services and Service Centre | 30 - 38 |
| 7 | Annual Review of Performance 17/18 <ul style="list-style-type: none">Richard Rowlands – Corporate Performance Manager | 39 - 115 |
| 8 | Work Plan 2018-2019 | 116 - 119 |

Next Meeting: Tuesday, 11 December 2018 at 10.00 am

Huw Evans

Huw Evans
Head of Democratic Services
Tuesday, 6 November 2018

Contact: Scrutiny 636292

Agenda Item 3



City and County of Swansea

Minutes of the **Scrutiny Performance Panel – Service Improvement & Finance**

Committee Room 2 - Civic Centre, Swansea

Thursday, 27 September 2018 at 2.00 pm

Present: Councillor C A Holley (Chair) Presided

Councillor(s)

P Downing
J W Jones

Councillor(s)

P R Hood-Williams
I E Mann

Councillor(s)

P K Jones
M Sherwood

Other Attendees

Mary Sherwood

Cabinet Member - Better Communities

Officer(s)

Bethan Hopkins
Richard Rowlands

Scrutiny Officer
Strategic Delivery & Performance Manager.

Apologies for Absence

Councillor(s): M H Jones, B J Rowlands and D W W Thomas

1 Disclosure of Personal and Prejudicial Interests.

- None

2 Minutes.

- Approved

3 Public Questions

- None

4 Quarter 1 2018/19 Performance Monitoring Report

- The Corporate Performance Manager attended to deliver the Q1 performance Monitoring Report
- The majority of indicators have improved compared to Quarter 1 last year.
- Safeguarding
- AS9 DoLS assessments still missing target but anticipated improvement with new team in place

- CFS18 4% increase in the number of looked after children compared to Q1 last year
- CFS19 small drop in the number of children on the child protection register
- CFS20 a 21% fall in the number of children in need of care and support compared to the same period last year.
- AS11 and CFS14 (amongst others) show a drop in volume of work as measured by these indicators compared to the same period last year.
- There are some areas of continued high levels of demand but some indicators are showing a drop in the volume of work – will follow up with Head of Service
- Education and Skills
- BBMA4 most apprenticeships will start at the end of Q2 to coincide with the start of the academic year
- POV07 the number of training and employment weeks created by BBM is expected to be met by the end of the year, start dates vary with projects
- Economy and Infrastructure
- WMT009B municipal waste collected included biowastes for composting covering the Q4 period missed target – due to seasonal fluctuations and weather impact
- EC5 commercial floor space created has no data as a new PI but are expecting it in later quarters
- Poverty
- HBCT01a/b data is currently unavailable due to a change in DWP systems.
- HBCT02b average speed of processing Council Tax changes of circumstances is still within target but the total number of days taken is increasing – follow up with Head of Service
- POV05 securing benefit entitlements has declined, this is due to the number of cases being postponed/adjourned
- Transformation and Future Council
- CHR002 number of days lost to sickness meeting target but the target has increased (low is good) since last year
- FINA6 forecast general fund revenue savings shows an improvement on last year but this is far from fully assured there are still ongoing risks and issues
- Targets need to be set in line with what the indicator is trying to measure. There is little point setting stretch targets if there is no plan in place to achieve them. In some cases, a range target or a ceiling / floor target would be more appropriate.
- The 6th well-being corporate objective is going through the process of approval and due to Council in October for final decision

5 Equality Review Report 2017/18

- The Corporate Performance Manager attended with the Cabinet Member for Better Communities (People) to present the Equality Review Report 17/18
- The current plan is in place until 2020 and then there is an intention to create a new one
- Aim to streamline the objectives
- Currently the approach to equality is 'patchy'

- Looking to create a smaller number of strategic aims with a consistent thread running throughout
- Poor availability of baseline data currently
- Staff don't have to provide data on protected characteristics so it becomes difficult for HR to gather
- More diverse groups of policy and decision makers leads to better decision making
- Broader and differing life experience contributes to this too
- There has been progress on the objectives, notably the appointment of Councillor champions – hoping for a consistent approach
- Must grapple with gender stereotyping
- Boys and girls are being limited by this stereo typing
- Currently looking at developing guidance for schools
- This also contributes to gender pay gaps
- There are still active forums for those with protected characteristics e.g. Disability Liaison Group and these groups contribute to planning, consultation access etc – this is an important way for the Council to hear of any barriers
- There is a scope to narrow objectives and make it strategic
- How people with protected characteristics are engaged will help shape the objectives
- PJ – Excellent report, very comprehensive but there are no numbers or data and therefore no success measures. We need the figures
- PHW – Is there a role for positive discrimination to achieve the goal?
- MS – We call it positive action, you need well qualified teams with a range of experience, backgrounds and perspectives. You have to fill the gaps with positive recruitment to make a team more diverse
- PHW – How do we train managers to have relevant skills?
- RR – Managers undertake diversity training but general management training is a financial restriction
- JJ – There is no target figure for achievement yet?
- There is still work to be done to establish the targets
- Training has been cut over the years and eventually you can see the impact
- Quality of training is important, the report needs to be streamlined and a decision about whether the aims will be cross Council or service specific
- The 3rd sector need to have an input, it is important how others see our approach to these issues
- Have recently responded to WLGA but we need to know how easy it is for people to access the front door (physical/social/language barriers)
- Need to look at corporate plan and well-being plan to embed equalities
- There may be specific projects, for example, consultation which is patchy and inconsistent
- Developing the new plan will be cross organisation conversation and will involve staff
- PJ – (p75 Highways and Transportation – Safer Routes) what does 'safer' mean? This should include air pollution as this is a major concern for physical development of young people
- This is linked in with poverty – being on a low income is not a protected characteristic, but the well-being plan does reference this issue

- A piece of work has been done so equalities work should consider low income and health expectancy
- The new equality plan will reference any new corporate priority and the well-being plan and will reference health and finance inequality e.g. living in urban areas with air pollution
- There has been a n improvement in the lower Swansea Valley but road pollution is still an issue

6 Work Plan 2018/19

- Some of the meetings may be longer as there are added items in the work plan overall
- There may be additional items coming to the Panel - Wales Audit Office reports
- The Commissioning Review item will be scheduled after the general overview has been to the SPC. CH to advise on what the report should focus on

The meeting ended at 3.00 pm

Chair

**To/
Councillor Mary Sherwood
Cabinet Member for Better
Communities (People)**

*Please ask for:
Gofynnwch am:*

*Direct Line:
Llinell Uniongyrochol:*

*e-Mail
e-Bost:*

*Date
Dyddiad:*

Overview & Scrutiny

01792 636292

scrutiny@swansea.gov.uk

BY EMAIL

16 October 2018

Summary: This is a letter from the Service Improvement and Finance Performance Panel to the Cabinet Member for Better Communities (People) after a meeting of the Panel on 27th September. The letter relates to the Equality Review Report 2017/18.

Dear Councillor Sherwood,

On the 27th September 2018 the Panel met to discuss the Equality Review Report 2017/18.

The Panel are grateful to both you and the Corporate Performance Manager for attending the meeting and providing information.

We felt that the report was comprehensive and took much effort to prepare. There is a wealth of information under the objectives and we compliment the staff for preparing it.

During the meeting, we heard that more diverse groups of policy makers, staff and volunteers lead to better decision making. That broader experience of those involved brings different perspectives to planning projects and therefore is more robust and successful.

We also heard about the many active forums which are ongoing such as the Disability Liaison Group who contribute to planning and consultation which we feel is very important.

It is clear that work is also being done to engage the third sector and find out how easy it is for people to access our 'front door' looking at physical, social and language barriers. This is positive and will give us an accurate view of how residents see us and how we can continue to improve.

OVERVIEW & SCRUTINY / TROSOLWG A CHRAFFU

SWANSEA COUNCIL / CYNGOR ABERTAWA

GUILDHALL, SWANSEA, SA1 4PE / NEUADD Y DDINAS, ABERTAWA, SA1 4PE

www.swansea.gov.uk / www.abertawe.gov.uk

I dderbyn yr wybodaeth hon mewn fformat arall neu yn Gymraeg, cysylltwch â'r person uchod
To receive this information in alternative format, or in Welsh please contact the above

We also heard about the appointment of new Councillor and Staff Champions and the intention to get a consistent approach across the services. We will be interested to see how this develops.

We discussed how the third sector views the work which is being undertaken by the Council in relation to equalities. You explained that you recently contributed to a Welsh Local Government Association (WLGA) enquiry about this. WLGA will be asking the third sector how they see us and we can then use this to develop our policies and actions.

You mentioned that, when this current plan is set for review, there would be an update of the current objectives and an effort to create a more cohesive and overarching plan with relevant actions.

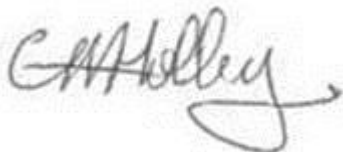
Despite the breadth of information in the report, we do have some general observations on the report content;

1. There is a lack of numerical data and statistics particularly in relation to staff. This does not allow for a baseline to track progress year on year. We understand this information is volunteered by staff and therefore more difficult to obtain.
2. We agree there are too many objectives – these could be streamlined to make more meaningful and strategic ones which have more impact across the organisation.
3. There needs to be good quality and regular diversity training for managers on an ongoing basis.

We have asked that the revised plan come to the Panel once developed so we can provide some feedback on the new objectives and will look forward to the developing work in this area.

There is no requirement for you to respond to this letter but we would welcome any feedback you may wish to give.

Yours sincerely,



Councillor Chris Holley
Convener, Service Improvement and Finance Scrutiny Performance Panel
✉ cllr.chris.holley@swansea.gov.uk

Councillor Chris Holley
Convener – Service Improvement &
Finance Scrutiny Performance Panel

BY EMAIL

Please ask for: Councillor Mary Sherwood
Direct Line: 01792 63 7428
E-Mail: cllr.mary.sherwood@swansea.gov.uk
Our Ref: MS/KH
Your Ref:
Date: 25th October 2018

Dear Councillor Holley

Thank you for your letter dated 16th October 2018 regarding the Equality Review Report 2017/18.

The Panel's observations were very useful and will help inform the development of the next Strategic Equality Plan (SEP) during 2019/20.

There is currently a Scrutiny Inquiry into Equalities underway and I think that it would be very beneficial if the views and suggestions of the Panel are shared with Councillor Gibbard who is convening the Inquiry.

I look forward to attending the Panel again for your views on the revised Plan once it has been developed.

Yours sincerely



COUNCILLOR MARY SHERWOOD
CABINET MEMBER FOR BETTER COMMUNITIES - PEOPLE

Agenda Item 5



Report of the Section 151 Officer

Council – 25 October 2018

Review of Revenue Reserves

Purpose:	To undertake a mid-year review of the Revenue Reserves position and to agree any suggested reclassification of reserves based on current requirements.
Policy Framework:	Sustainable Swansea Budget Plan 2017/18.
Consultation:	Cabinet Members, Corporate Management Team, Legal and Access to Services.
Recommendation(s):	It is recommended that: 1) The recommendations made in this report at Sections 3.11 to 3.13 are considered and approved.
Report Author:	Ben Smith
Finance Officer:	Ben Smith
Legal Officer:	Tracey Meredith
Access to Services Officer:	Rhian Millar

1. Introduction and context

- 1.1 Local Authorities have a corporate responsibility to operate within available resources and to remain financially sound over the short, medium and longer term.
- 1.2 One of the key tools available to Authorities in managing its affairs is the creation and use of both General and Earmarked reserves to assist in delivering services over a period longer than one financial year.
- 1.3 In terms of guidance on the review and management of reserves, the Chartered Institute of Public Finance and Accountancy (CIPFA), via the Local Authority Accounting Panel, issued a bulletin in July 2014 (LAAP 99) intended to give guidance to Local Authorities on the management and review of reserves. This bulletin is considered best practice in terms of Local Authority

financial administration and effectively must be followed. A copy of the bulletin is at Appendix 1 to this report.

- 1.4 Within the existing statutory and regulatory framework, it is the responsibility of Chief Financial Officers to advise Local Authorities about the level of reserves that should be held and to ensure there are clear protocols for their establishment and use. Reserves should not be held without a clear purpose.
- 1.5 It is the duty of the Chief Financial Officer to specifically report on the robustness of estimates and reserves when the Council considers its budget requirement, as such the Revenue Budget approved by Council in March 2018 made specific references to the adequacy of reserves at that time.
- 1.6 Notwithstanding that specific statutory requirement, it is the duty of the Chief Finance Officer to regularly review the position regarding available reserves of the Authority having specific regard to:
 - The original and current need for each category of reserve held
 - An assessment of current and future risks (both operationally and financially) facing the Council
 - The impact of known and predicted funding levels likely to impact on the Council going forward.
- 1.7 Swansea Council's Chief Finance Officer (the Section 151 Officer) is the Head of Financial Services and the Service Centre.
- 1.8 This report considers the position regarding both General and Earmarked reserves as at 31st March 2018 and makes specific recommendations in respect of reclassification of elements of those specific reserves.

2. Position as at 31st March 2018

- 2.1 The draft Statement of Accounts 2017/18 presented to our external Auditors included the following entries in respect of reserves as at 31st March 2018:

Usable Reserves	£'000	Purpose
General Fund	9,352	Used as an overall contingency to cushion the impact of unexpected events or emergencies and as a means of smoothing out annual budgets where there is significant change
Earmarked Revenue Reserves	59,082	Consisting of sums set aside for specific purposes to support Corporate and Service needs
Usable Reserves	£'000	Purpose
Capital Receipts Reserve	6,454	Capital monies received by the Council set aside for funding ongoing Capital schemes per the Capital Programme. These sums are committed to current schemes and cannot be used to support Revenue expenditure

Capital Grants Unapplied Account	13,474	Relates to committed funding on Capital schemes and cannot be used to support Revenue expenditure
Housing Revenue Account	6,781	Exists to support expenditure for Housing Revenue Account purposes only and cannot be used to support General Fund Council Revenue or Capital expenditure
Total Usable Reserves	95,143	

- 2.2 In addition the Council holds a net £255.178m in unusable reserves arising purely from accounting technicalities. **These cannot be used to support revenue or capital expenditure of the Council in any form and as such are not part of this review.**
- 2.3 The HRA reserve and the Capital reserves detailed above are ring-fenced and are regularly reviewed as part of business planning. As such they are provided for general information only, no further review is proposed at this time.
- 2.4 The General Fund Balance of the Council as detailed above takes account of decisions made by Cabinet based on the 2017/18 Revenue Outturn position considered on 19th July 2018.
- 2.5 Comparisons with other Welsh Councils show that, as a percentage of Gross Revenue Expenditure, the level of the General Fund reserve is slightly below the All Wales average (as at 31st March 2017) and as such no planned use of the balance is recommended.
- 2.6 The draft Statement of Accounts as presented to our external Auditors (Wales Audit Office) by 30th June included an analysis of earmarked reserves with the proviso that each reserve was subject to strategic review by the Section 151 Officer based on an analysis of current need and changing Council risks.
- 2.7 This report is the result of that strategic review.

3. Outcomes and recommendations

- 3.1 The Medium Term Financial Plan approved by Council on 6th March 2018 forecast a cumulative deficit on General Fund Revenue Expenditure of some £69m by 2021/22 with an immediate savings requirement of £24m for 2019/20. This is in addition to the current year Directorate savings requirement of £16.5m. More recent forecasts indicate an even larger savings requirement will be likely, predominantly as a result of unfunded pay pressures and continued demographic pressures as well as the already planned and ultimately significant additional capital investment and the associated costs of borrowing.

- 3.2 Equally, there is clear and compelling evidence that savings planned in the areas of Social Services and Corporate Services are unlikely to be fully achieved in the current year, which puts future years savings in jeopardy.
- 3.3 To put it into context, if all planned savings for 2018/19 are achieved it still leaves a gap of over £20m to be addressed for 2019/20.
- 3.4 The Council's strategy for dealing with ongoing budget reductions and Service reforms – Sustainable Swansea – is ongoing and it is clear that, whether as a result of commissioning reviews or emergency action being required to produce a balanced budget going forward, there is likely to be considerable cost in relation to change, together with potential significant investment in digital technology solutions.
- 3.5 Dealing with the cost of future structural change is a significant financial risk facing the given the scale and pace of budget reductions to be addressed by the Council.
- 3.6 Traditionally exit costs in relation to downsizing the organization have been dealt with through the use of the annual contingency fund, currently standing at an annual contribution of £3.45m. However, in 2017/18 the total exit costs exceeded the contingency fund, and as there is a reduced contingency fund this year, some exit costs will have to be funded from the Restructure Reserve. The first quarter monitoring report estimated £1.4m to be funded from the contingency fund, with a further £1.3m (Schools) to be funded by the restructuring reserve. This would leave about £2m in the contingency fund to mitigate the effect of Directorate pressures.
- 3.7 In assessing both the level and use of Earmarked and General reserves, the LAAP bulletin sets out some of the factors that should be considered, including:-
- The treatment of demand led pressures
 - The treatment of planned efficiency savings/productivity gains
 - The financial risks inherent in any significant new funding partnerships or changes in service delivery
 - The general financial climate to which the Authority is subject.
- 3.8 Having considered the above, and in the context of a medium term financial plan that shows ongoing and sustained budget reductions, it is the opinion of the Section 151 Officer that the Council needs to continue to prepare for significant change in service delivery that will inevitably impact on direct employment levels going forward.
- 3.9 Changes on such a scale will inevitably come with substantial up-front costs and it is important at this time that the Council plans operationally and financially to meet these changes. The 2018/19 Budget Report to Council in March 2018 stated that there was an underlying planning assumption that £3m of the existing restructuring reserve be provisionally committed towards meeting part of the cost of staffing reductions as they fall due in 2018/19. In addition the Budget report approved by Council in March 2018 included the proposal that Schools would be able to specifically access up to £1.3m of the Restructure Reserve in 2018/19 on a one off basis. This funding will be

utilised in meeting ER/VR costs and facilitating innovative and transformative working.

- 3.10 As such it is vitally important that the restructuring reserve is protected as much as possible to enable the Council to carry out any necessary restructuring as it transforms under the Sustainable Swansea programme.
- 3.11 As recommended in last year's Review of Revenue Reserves report at year end a capital equalisation reserve was created from the underspend on debt charges. The recommendation continues to be that this reserve is topped up to help with any timing issues around the need to fund any City Deal projects in advance of receipt of funding from other bodies. It is recommended this year that the Repairs and Renewals for the Leisure Centres is re-classified as an equalisation reserve because from October 1st this will be used to smooth the fluctuations in the annual fees of the new contract in respect of operating the Leisure Centres.
- 3.12 As reported in the 1st Quarter Budget Monitoring Report to Cabinet on 16th August 2018, the Section 151 Officer has determined that in order to fully balance the budget in 2018/19 it will be necessary to take an immediate draw from Earmarked Reserves. As such a full review was carried out and £3,000,000 will be withdrawn from reserves and used to fund the current year overspend. This is a clear emergency measure and, as reserves are one off, is not a sustainable funding strategy. Furthermore these reserves were set up to fund known and expected future spend commitments and thus will mean the costs will have to be met when they actually fall due in future years budgets (e.g. the full cost of running the next local government election), when budgets are likely to be under even further strain.
- 3.13 **To this extent, and following a review of current earmarked reserves, the following re-classification of earmarked reserves is recommended:-**

Category of Earmarked Reserve	Current Balance 31/03/18 £'000	Proposed Change £'000	Recommended Position £'000
Technical/third party	947	-323	624
Insurance	16,801	-250	16,551
Transformation and efficiency	1,182	-42	1,140
Schools delegated reserves	7,101	0	7,101
Equalisation reserves	3,071	1,239	4,310
Commuted sums	6,140	0	6,140
Repair and renewal funds	3,665	-1,766	1,899
Profit share on disposals	1,318	0	1,318
Service earmarked reserves	5,431	-1,345	4,086
Capital reserves	5,749	0	5,749
Restructuring costs reserve	7,677	-513	7,164
Total Earmarked Reserves	59,082	-3,000	56,082

4. Valuation of reserve requirements

- 4.1 A number of the reserves highlighted above have been set aside for specific purposes; these include the insurance reserve set aside to meet the potential cost of excess payments should a claim on external insurers materialise or should the Council have to meet claims from its own resources. Repair and renewal funds set aside to meet future major repair and renewal costs on strategic assets (for example Wales National Pool, Quadrant Bus Station), and reserves set aside for profit share on disposals of assets where reclamation has been funded by the WDA/Welsh Government.
- 4.2 It is essential that monies set aside for the above purposes are regularly reviewed in order to confirm their accuracy and relevance.
- 4.3 To that extent formal assurance will be sought on the adequacy of these reserve levels as part of the annual budget setting process.
- 4.4 As part of the budget setting process for 2018/19 a formal review of the Insurance reserve was completed and it was further determined that a take from the reserve of £700k per annum could be extended until 2021/22. This has already been built into planning assumptions.
- 4.5 As part of the budget setting process for 2019/20 a formal review will be carried out again of all service earmarked reserves to test their continued relevance and value.

5. Legal implications

- 5.1 There are no direct legal implications arising from this report. However, Section 151 of the Local Government Act 1972 requires each Local Authority to make arrangements for the proper administration of its financial affairs and that the Chief Finance Officer (in our case the Head of Financial Services and the Service Centre) has responsibility for those affairs.
- 5.2 Under guidance detailed at Appendix 1 to this report the Chief Finance Officer is required at all times to monitor the purpose and use of reserves.

6 Equality and Engagement implications

- 6.1 Having assessed the current planned use of earmarked reserves there are no significant equalities implications arising from these changes

Background papers: None

Appendices - Appendix 1 – LAAP Bulletin 99 – Local Authority Reserves and Balances

LAAP BULLETIN 99

Local Authority Reserves and Balances

July 2014

The Local Authority Accounting Panel issues LAAP Bulletins to assist practitioners with the application of the requirements of the Code of Practice on Local Authority Accounting, SeRCOP and Prudential Code, and to provide advice on emerging or urgent accounting issues. Bulletins provide influential guidance that is intended to be best practice, but are not prescriptive and do not have the formal status of the Code, SeRCOP or Prudential Code.

Please address any queries to CIPFA Technical Enquiry Service for CIPFA members and students
technical.enquiry@cipfa.org.uk

The Chartered Institute of Public Finance and Accountancy
Registered with the Charity Commissioners of England and Wales Number
231060

CIPFA, the Chartered Institute of Public Finance and Accountancy, is the professional body for people in public finance. Our 14,000 members work throughout the public services, in national audit agencies, in major accountancy firms, and in other bodies where public money needs to be effectively and efficiently managed. As the only UK professional accountancy body to specialise in public services, CIPFA's qualifications are the foundation of a career in public finance. They include the benchmark professional qualification for public sector accountants as well as a postgraduate diploma for people already working in leadership positions. Our in-house CIPFA Education and Training Centre delivers the range of our programmes at locations across the UK, and works with other places of learning to provide our courses locally. We also champion high performance in public services, translating our experience and insight into clear advice and practical services. They include information and guidance, courses and conferences, property and asset management solutions, consultancy and interim people for a range of public sector clients. Globally, CIPFA shows the way in public finance by standing up for sound public financial management and good governance. We work with governments, accounting bodies and the public sector around the world to advance public finance and support its professionals.

INTRODUCTION AND BACKGROUND

1. LAAP Bulletin 55 (Guidance note on local authority reserves and balances) was issued in February 2003. This was followed by its replacement in 2008 by LAAP Bulletin 77. LAAP Bulletin 77 included a number of events and changes that occurred including the publication of the Prudential Code and the beginnings of the financial downturn. Since the issue of LAAP Bulletin 77, the IFRS-based Code¹ has been published and this bulletin has been updated to reflect the new requirements of that Code. In addition, during a period of financial austerity for the public sector, the Local Authority Accounting Panel considers that it is necessary to update the guidance on local authority reserves and balances.
2. The “New Reporting Framework” described in LAAP Bulletin 55 has now largely been overtaken by statutory requirements, but is included in Appendix A for information.
3. The advice previously provided by LAAP Bulletin 77 which focussed on the financial impact of flooding is included in Appendix B.
4. Further resources and information are provided at Appendix C.
5. Relevant extracts from the IFRS-based Code are provided at Appendix D.

PURPOSE

6. This bulletin provides guidance to local authority chief finance officers in England, Northern Ireland, Scotland and Wales on the establishment and maintenance of local authority reserves and balances.

APPLICATION

7. In England, Scotland and Wales the guidance is applicable to local authorities, joint committees and joint boards of principal authorities.
8. In England and Wales the guidance is applicable to Police and Crime Commissioners, Chief Constables and fire and rescue authorities.
9. In Northern Ireland the guidance applies to all district councils.
10. The general principles set out in this guidance apply to an authority’s General Fund, Council Fund, Police Fund and, where appropriate, to the Housing Revenue Account (HRA).
11. The advice in this bulletin relates to reserves, not provisions. The Code definitions of provisions and reserves are included in Appendix D to this bulletin for information.
12. This bulletin replaces LAAP Bulletin 77.

¹ *Code of Practice on Local Authority Accounting in the United Kingdom* (the Code).

LEGISLATIVE / REGULATORY FRAMEWORK

13. The requirement for financial reserves is acknowledged in statute. Sections 31A, 32 42A and 43 of the Local Government Finance Act 1992 require billing and precepting authorities in England and Wales to have regard to the level of reserves needed for meeting estimated future expenditure when calculating the budget requirement. Section 93 of the 1992 Act requires Scottish authorities, in calculating council tax, to take into account 'any means by which those expenses may otherwise be met or provided for'. This includes reserves.
14. In Scotland there are explicit statutory powers under schedule 3 of the Local Government (Scotland) Act 1975 permitting certain local authorities to establish a renewal and repair fund, an insurance fund and a capital fund alongside a requirement, as in England and Wales, to maintain a General Fund (section 93 of Part VII of the Local Government (Scotland) Act 1973). LASAAC has published guidance on reserves which is available from the LASAAC website. In Northern Ireland, Section 9 of the Local Government Finance Act (Northern Ireland) 2011 enables councils to maintain other funds in addition to the General Fund. Local authorities may however ' earmark ' specific parts of the General Fund reserve. This earmarking of a proportion of the General Fund is referred to in this Bulletin as Earmarked Reserves.
15. There are also a range of safeguards in place that help to prevent local authorities over-committing themselves financially. These include:
 - the balanced budget requirement:
 - England, sections 31A, 42A of the Local Government Finance Act 1992, as amended
 - Wales, sections 32 and 43 and Scotland, 93 of the Local Government Finance Act 1992 and
 - section 85 of the Greater London Authority Act 1999
 - chief finance officers' duty to report on robustness of estimates and adequacy of reserves (under section 25 of the Local Government Act 2003) when the authority is considering its budget requirement (England and Wales)
 - chief finance officers' duty to report on the robustness of estimates and the adequacy of reserves (under sections 4 and 6 of the Local Government and Finance Act (Northern Ireland) 2011
 - the legislative requirement for each local authority to make arrangements for the proper administration of their financial affairs and that the chief finance officer / proper officer has responsibility for the administration of those affairs section 151 of the Local Government Act 1972, section 95 of the Local Government (Scotland) Act 1973 and section 1 of the Local Government and Finance Act (Northern Ireland) 2011
 - the requirements of the Prudential Code.
16. These requirements are reinforced by section 114 of the Local Government Finance Act 1988 which requires the chief finance officer in England and Wales to report to all the authority's councillors if there is or is likely to be unlawful expenditure or an unbalanced budget. This would include situations where reserves have become seriously depleted and it is forecast that the authority will not have the resources to meet its expenditure in a particular financial year. The issue of a section 114 notice cannot be taken lightly and has serious operational implications. Indeed, the authority's full council must meet within 21 days to consider the s114 notice and

during that period the authority is prohibited from entering into new agreements involving the incurring of expenditure.

17. Whilst it is primarily the responsibility of the local authority and its chief financial officer to maintain a sound financial position, external auditors will confirm that there are no material uncertainties about going concern. Even where as part of their wider role auditors have to report on an authority's financial position, it is not their responsibility to prescribe the optimum or minimum level of reserves for individual authorities or authorities in general.
18. CIPFA's Prudential Code requires chief finance officers in local authorities to have full regard to affordability when making recommendations about the local authority's future capital programme. Such consideration includes the level of long term revenue commitments. Indeed, in considering the affordability of its capital plans, the authority is required to consider all of the resources available to it/estimated for the future, together with the totality of its capital plans and revenue forecasts for the forthcoming year and the following two years.

ROLE OF THE CHIEF FINANCE OFFICER (PROPER OFFICER IN SCOTLAND)

19. Within the existing statutory and regulatory framework, it is the responsibility of chief finance officers (proper officer in Scotland) to advise local authorities about the level of reserves that they should hold and to ensure that there are clear protocols for their establishment and use. Reserves should not be held without a clear purpose.
20. CIPFA and the Local Authority Accounting Panel consider that local authorities should establish reserves including the level of those reserves based on the advice of their chief finance officers. Authorities should make their own judgements on such matters taking into account all the relevant local circumstances. Such circumstances vary. A well-managed authority, for example, with a prudent approach to budgeting should be able to operate with a level of general reserves appropriate for the risks (both internal and external) to which it is exposed. In assessing the appropriate level of reserves, a well-managed authority will ensure that the reserves are not only adequate but are also necessary. There is a broad range within which authorities might reasonably operate depending on their particular circumstances.
21. Section 26 of the Local Government Act 2003 gives Ministers in England and Wales a general power to set a minimum level of reserves for local authorities. However, the government has undertaken to apply this only to individual authorities in the circumstances where an authority does not act prudently, disregards the advice of its chief finance officer and is heading for serious financial difficulty. This accords with CIPFA's view that a generally applicable minimum level is inappropriate, as a minimum level of reserve will only be imposed where an authority is not following best financial practice (including the guidance in this bulletin).

TYPES OF RESERVE

22. When reviewing their medium term financial plans and preparing their annual budgets local authorities should consider the establishment and maintenance of reserves. These can be held for three main purposes:
 - a working balance to help cushion the impact of uneven cash flows and avoid unnecessary temporary borrowing – this forms part of general reserves;
 - a contingency to cushion the impact of unexpected events or emergencies – this also forms part of general reserves;

- a means of building up funds, often referred to as earmarked reserves (or earmarked portion of the general fund in Scotland - see below), to meet known or predicted requirements; earmarked reserves are accounted for separately but remain legally part of the General Fund.

Category of Earmarked Reserve	Rationale
Sums set aside for major schemes, such as capital developments or asset purchases, or to fund major reorganisations	Where expenditure is planned in future accounting periods, it is prudent to set aside resources in advance.
Insurance reserves (note that the Insurance Fund is a statutory fund in Scotland)	Self-insurance is a mechanism used by a number of local authorities. In the absence of any statutory basis (other than in Scotland) sums held to meet potential and contingent liabilities are reported as earmarked reserves where these liabilities do not meet the definition of a provision under the requirements of the Code's adoption of IAS 37 <i>Provisions, Contingent Assets and Liabilities</i>).
Reserves of trading and business units	Surpluses arising from in-house trading may be retained to cover potential losses in future years, or to finance capital expenditure.
Reserves retained for service departmental use	Authorities may have internal protocols that permit year-end underspendings at departmental level to be carried forward.
Reserves for unspent revenue grants	Where revenue grants have no conditions or where the conditions are met and expenditure has yet to take place. The Code Guidance Notes recommend that these sums are held in earmarked reserves (see paragraph 29 below).
Schools balances	These are unspent balances of budgets delegated to individual schools.

FINANCIAL REPORTING FOR RESERVES

23. The IFRS-based *Code of Practice on Local Authority Accounting in the United Kingdom* (the Code) introduced the Movement in Reserves Statement to local authority financial statements in the 2010/11 financial year. This Statement presents the movement in the year of the reserves of the authority analysed into usable reserves, (eg General Fund, HRA Balances and earmarked reserves) and unusable reserves (see paragraph 24 below).
24. Unusable reserves arise out of the interaction of legislation and proper accounting practice either to store revaluation gains or as adjustment accounts to reconcile accounting requirements driven by reporting standards to statutory requirements.

These reserves², which are not resource-backed and cannot be used for any other purpose, are described below:

Revaluation Reserves

- The Revaluation Reserve - this is a reserve that records unrealised gains in the value of property, plant and equipment. The reserve increases when assets are revalued upwards, and decreases as assets are depreciated or when assets are revalued downwards or disposed of. Local authorities might benefit from these gains in the future from the continued use of the assets or from their sale. The Reserve contains only revaluation gains accumulated since 1 April 2007, the date that the Reserve was created. Accumulated gains arising before that date are consolidated into the balance on the Capital Adjustment Account.
- The Available-for-Sale Financial Instruments Reserve – this is a reserve that records unrealised revaluation gains arising from holding available-for-sale investments, plus any unrealised losses that have not arisen from impairment of the assets. Local authorities might benefit in the future from the gains when the investments mature or are sold or they might be lost in falls in value.

Adjustment Accounts

- The Pensions Reserve – this is a specific accounting mechanism used to reconcile the payments made for the year to various statutory pension schemes in accordance with those schemes' requirements and the net change in the authority's recognised liability under the Code's adoption of IAS 19 – *Employee Benefits*, for the same period. A transfer is made to or from the pensions reserve to ensure that the charge to the General Fund reflects the amount required to be raised in taxation. For example, the debit balance on the Reserve shows that an authority has made commitments to fund pensions that the Government has permitted it to fund from contributions to be made in future years.
- The Capital Adjustment Account - this is a specific accounting mechanism used to reconcile the different rates at which assets are depreciated under proper accounting practice and are financed through the capital controls system. Statute requires that the charge to the General Fund is determined by the capital controls system. For example, the credit balance on the Account shows that an authority has generally financed capital investment in advance of receiving the benefits of that investment. The Account also contains revaluation gains accumulated on Property, Plant and Equipment before 1 April 2007, the date that the Revaluation Reserve was created to hold such gains.
- The Financial Instruments Adjustment Account – this is a specific accounting mechanism used to reconcile the different rates at which gains and losses (such as premiums on the early repayment of debt) are recognised under proper accounting practice and are required by statute to be met from the General Fund. For example, the debit balance on the Account shows that an authority has incurred expenses on borrowings that the Government has permitted it to spread over future years.

² In addition to the Reserves included in this list authorities may hold the deferred capital receipts reserve and the accumulated absences account. Further details on these reserves are included in the *Code of Practice on Local Authority Accounting in the United Kingdom Guidance Notes for Practitioners 2013/14 Accounts*.

- The Unequal Pay Back Pay Account - this is a specific accounting mechanism used to reconcile the different rates at which payments in relation to compensation for previous unequal pay are recognised under proper accounting practice and are required by statute to be met from the General Fund. This account is not applicable to Scotland.
 - Collection Fund Adjustment Account – this is a specific accounting mechanism used to reconcile the differences arising from the recognition of council tax and non-domestic rates income (England)) in the Comprehensive Income and Expenditure Statement to those amounts required to be charged by statute to the General Fund. For example, the credit balance on the Account shows that more tax has been collected on behalf of the authority and the precepting bodies (and central government in England for non-domestic rates income) than an authority is permitted to transfer out of the Collection Fund by 31 March. This account is not applicable to Scotland.
25. Other such reserves may be created in future where developments in local authority accounting result in timing differences between the recognition of income and expenditure under proper accounting practice and under statute or regulation.
26. In addition authorities will hold the following two usable reserves:
- a Major Repairs Reserve (England and Wales), where relevant – in England this reserve records the unspent amount of HRA balances for capital financing purposes in accordance with statutory requirements for the Reserve. In Wales this represents the amounts unspent from the Major Repairs Allowance capital grant.
 - a Capital Receipts Reserve (Capital Fund in Scotland³) – this reserve holds the proceeds from the sale of assets, and can only be used for those purposes specified in the capital finance and accounting regulations⁴ in England, Northern Ireland and Wales and for capital purposes in Scotland.
27. The Code recommends that earmarked reserves are reported on the face of the Movement in Reserves Statement. Particularly significant movements might need to be reported individually on the face of the Statement to ensure key messages are presented clearly to users. However, effective reporting may either as an alternative or as a supplementary report necessitate similar disclosures in the notes to the financial statements (see paragraphs 3.4.2.41 and 3.4.2.42 of the Code which are also included in Appendix D for ease of reference).
28. When establishing reserves, local authorities need to ensure that they are complying with the Code and in particular the need to distinguish between reserves and provisions. Definitions of reserves and provisions are included in Appendix D of this Bulletin.
29. The introduction of the IFRS-based Code on 1 April 2010 has meant that grant income should be recognised in the Comprehensive Income and Expenditure Statement (and therefore against the General (Council) Fund or HRA Balances for

³ The Statutory Basis for Accounting and Disclosing Reserves in Local Authorities in Scotland [LASAAC, 2005] states “Useable capital receipts reserves are considered to be allowable under the power contained within Schedule 3, para 22 of the 1975 Act. Such a reserve effectively acts as a subset of the capital reserve specifically permitted by legislation.”

⁴ The Local Authorities (Capital Finance and Accounting)(England) Regulations 2003, as amended, The Local Authorities (Capital Finance and Accounting) (Wales) Regulations 2003, as amended and the Local Government (Capital Finance and Accounting) Regulations (Northern Ireland) 2011.

revenue grants) where grant payment is unconditional or grant conditions have been satisfied⁵. The Code Guidance Notes recommend⁶ that where these grants have been received prior to the expenditure having taken place authorities should consider establishing earmarked reserves. This will ensure that amounts are set aside from the General (or Council) Fund and HRA balances in earmarked reserves to provide financing to meet the requirements of the grant. The amounts set aside will be posted back from earmarked reserves to meet General Fund and HRA expenditure in future years. It is likely therefore that since the introduction of the IFRS-based Code there is an increased tendency to hold earmarked reserves.

30. The statutory reporting regime described earlier and effective financial management underpin the need for clear, transparent reporting arrangements for reserves and therefore in addition to the financial reporting requirements above, LAAP recommends that for each earmarked reserve (earmarked portion of the general fund in Scotland) held by a local authority there should be a clear protocol setting out:
- the reason for / purpose of the reserve;
 - how and when the reserve can be used;
 - procedures for the reserve's management and control; and
 - a process and timescale for review of the reserve to ensure continuing relevance and adequacy.

PRINCIPLES TO ASSESS THE ADEQUACY OF RESERVES

31. In order to assess the adequacy of unallocated general reserves when setting the budget, chief finance officers should take account of the strategic, operational and financial risks facing the authority. Where authorities are being reorganised, this assessment should be conducted on the basis that the services will continue to be provided, and adequate reserves will therefore be required by successor authorities. The assessment of risks should include external risks, such as flooding, as well as internal risks, for example, the ability to deliver planned efficiency savings. In England and Wales, statutory provisions require authorities to review at least once in a year the effectiveness of their system of internal control, which will include risk management. The CIPFA/SOLACE framework *Delivering Good Governance in Local Government* details an approach to giving assurance that risk, control and governance matters are being addressed in accordance with best practice.
32. The Codes of Audit Practice in England, Wales, Scotland and Northern Ireland make it clear that it is the responsibility of the audited body to identify and address its operational and financial risks, and to develop and implement proper arrangements to manage them, including adequate and effective systems of internal control. The financial risks should be assessed in the context of the authority's overall approach to risk management.

Budget Assumptions	Financial standing and management assessment/impact
The treatment of inflation and interest rates	The overall financial standing of the authority (level of borrowing, debt outstanding, council tax collection rates

⁵ See Code of Practice on Local Authority Accounting in the United Kingdom Section 2.3.

⁶ See *Code of Practice on Local Authority Accounting in the United Kingdom Guidance Notes for Practitioners 2013/14 Accounts*, paragraphs C39 and C40.

	<p>etc.). Rises in the prices of some commodities, eg fuel, highlight the relevance of using a number of inflation rates in the budget and financial strategy, and considering whether general reserves are adequate to deal with unexpected increases. Volatility in the financial markets also points to the need to consider investment and borrowing risks and their impact on income.</p>
<p>Estimates of the level and timing of capital receipts</p>	<p>The authority's track record in budget and financial management including the robustness of the medium term plans. Authorities will also need to take into account changes in the property market, and adjust estimates and assumptions for reserves accordingly.</p>
<p>The treatment of demand led pressures</p>	<p>The authority's capacity to manage in-year budget pressures, and its strategy for managing both demand and service delivery in the longer term.</p>
<p>The treatment of planned efficiency savings/ productivity gains</p>	<p>The strength of the financial information and reporting arrangements. The authority should also be in a position to activate contingency plans should the reporting arrangements identify that planned savings or gains will either not be achieved or be delayed.</p>
<p>The financial risks inherent in any significant new funding partnerships, major outsourcing arrangements or major capital developments</p>	<p>The authority's virement and end of year procedures in relation to budget under/overspends at authority and department/directorate level. Risk management measures in relation to partnerships, including consideration of risk allocation. Contract provisions designed to safeguard the authority's position in the event of problems arising from outsourcing arrangements.</p>
<p>The availability of reserves, government grants and other funds to deal with major contingencies and the adequacy of provisions</p>	<p>The adequacy of the authority's insurance arrangements to cover major unforeseen risks. When considering insurance cover, the structure of the cover as well as the overall level of risk should be taken into account. Risk assessments should be used when balancing the levels of insurance premiums and reserves.</p>
<p>The general financial climate to which the authority is subject</p>	<p>External factors, such as future funding levels expected to be included in Spending Reviews and expected referenda principles and limits, will influence an authority's ability to replenish reserves once they have been used. Any plans for using reserves will</p>

	need to consider the need and ability of the authority to replenish the reserves, and the risks to which the authority will be exposed whilst replenishing the reserves.
--	--

Whilst many of these factors relate to setting the annual budget, the level of risk and uncertainty associated with these factors will be relevant in determining an appropriate level of reserves.

33. Authorities have been faced by increasing financial pressures since 2008. This has been followed by a period of significant reduction in government funding which is anticipated to continue for some time, ie the spending review 2013 announced that the government will reduce total spending in 2015/16, 2016/17 and 2017/18 in real terms at the same rate as during the spending review 2010 period. Demands on local government services continue to increase. In addition to reduction in government funding other pressures include:
- councils striving to constrain council tax increases,
 - reductions of income,
 - new service demands and responsibilities such as:
 - the transfer of public health functions
 - the localisation of non-domestic rates retention, council tax freezes and council tax benefits/support
 - severe weather and floods.

Furthermore, events such as the losses in Icelandic banks and the problems in global financial markets are likely to mean that Councils will focus on cautious investment strategies. Council budgets and reserves have remained under pressure and are likely to continue to do so for some time.

34. The many factors involved when considering appropriate levels of reserves can only be assessed properly at a local level. A considerable degree of professional judgement is required. The chief finance officer may choose to express advice on the level of balances in cash and/or as a percentage of budget (to aid understanding) so long as that advice is tailored to the circumstances of the authority. The Audit Commission Report (December 2012) *Striking a Balance* makes a number of recommendations to both Chief Finance Officers and elected members to better assist councils in their decision making. Similarly the Accounts Commission in its report *An overview of local government in Scotland 2014*⁷ commented that more needs to be done to provide information on why reserves are held, how this fits with the councils financial strategy and how they will be used. The principles and financial reporting established in this and the previous LAAP bulletins on reserves will provide for the information requirements and an appropriate framework for this.
35. The advice should be set in the context of the authority's risk register and medium term plans and should not focus exclusively on short-term considerations. Balancing the annual budget by drawing on general reserves may be viewed as a legitimate short-term option. However, it is not normally prudent for reserves to be deployed

⁷ Issued by the Accounts Commission in March 2014

to finance recurrent expenditure. CIPFA has commented⁸ that Councils should be particularly wary about using one off reserves to deal with shortfalls in current funding. Where such action is to be taken, this should be made explicit, and an explanation given as to how such expenditure will be funded in the medium to long term. Advice should be given on the adequacy of reserves over the lifetime of the medium term financial plan, and should also take account of the expected need for reserves in the longer term.

36. Events such as the floods and severe weather that occurred earlier this year (2014) and previously in the floods during the summers of 2007 and 2008 have emphasised the need for authorities to be prepared for major unforeseen events. Adequate insurance cover combined with appropriate levels of reserves will enable authorities to manage the demands placed on them in such circumstances. However, these arrangements need to take account of all possible scenarios. An example quoted in the Audit Commission report *Staying Afloat* is that the total cost of the flooding was reduced where authorities had specifically considered the impact of a wide scale, serious event affecting many assets, and had taken appropriate action, for example, negotiating insurance policies that capped the total excesses linked to one event.
37. Part of the risk management process involves taking appropriate action to mitigate or remove risks, where this is possible. This in turn may lead to a lower level of reserves being required, and it would be appropriate to consider reducing the level of balances held where appropriate action to mitigate or remove risks has been successfully undertaken. A balance will need to be found between maintaining adequate levels of reserves and investing in risk reduction measures. This balance should form part of the risk management process and be considered as part of the annual budget process.
38. Emergency financial assistance from central government may be available to assist authorities in dealing with the immediate consequences of major unforeseen events, normally under the Emergency Financial Assistance to Local Authorities scheme (commonly known as the 'Bellwin' scheme). However, there is no automatic entitlement to financial assistance, and where financial assistance is given, it will not cover all of the costs even in exceptional circumstances. Further details of the scheme are available on the relevant government web sites (links can be found in Appendix C of this bulletin). Authorities should plan to have access to sufficient resources (through reserves, insurance or a combination of both) to cover the costs of recovering from events that are likely to be unavoidable.
39. When considering the level of reserves, it would be appropriate for authorities to take into account the likely level of Government support that would be available, and to consider how the balance would be funded in the event of an unforeseen event occurring.
40. Flooding, the effects of severe weather and the impact of the problems experienced by the global financial markets are examples of external risks which local authorities may need to take into account in setting levels of reserves and wider financial planning. An assessment of external risks should not be limited to those issues, but should range more widely, to take account of all significant external risks identified through the authority's risk management processes.

⁸ See comments by CIPFA Chief Executive *Building up council reserves to protect the public from future financial problems is good financial management* – CIPFA
<http://www.cipfa.org/about-cipfa/press-office/latest-press-releases/building-up-council-reserves>

EXTRACT FROM LAAP BULLETIN 55

7 A New Reporting Framework

7.1 The finance director has a fiduciary duty to local taxpayers, and must be satisfied that the decisions taken on balances and reserves represent proper stewardship of public funds.

7.2 The level and utilisation of reserves will be determined formally by the Council, informed by the advice and judgement of the finance director⁹. To enable the Council to reach its decision, the finance director should report the factors that influenced his or her judgement, and ensure that the advice given is recorded formally. Where the finance director's advice is not accepted this should be recorded formally in the minutes of the council meeting.

7.3 It is recommended that:

- the budget report to the Council should include a statement showing the estimated opening general reserve fund balance for the year ahead, the addition to/withdrawal from balances, and the estimated end of year balance. Reference should be made as to the extent to which such reserves are to be used to finance recurrent expenditure
- this should be accompanied by a statement from the finance director on the adequacy of the general reserves and provisions in respect of the forthcoming financial year and the authority's medium term financial strategy
- a statement reporting on the annual review of earmarked reserves (including schools' reserves) should also be made at the same time to the Council. The review itself should be undertaken as part of the budget preparation process. The statement should list the various earmarked reserves, the purposes for which they are held and provide advice on the appropriate levels. It should also show the estimated opening balances for the year, planned additions/withdrawals and the estimated closing balances.

⁹ LAAP Bulletin 99 normally refers to Chief Finance Officers – previous editions of this Bulletin referred to Finance Directors.

EXTRACT FROM LAAP BULLETIN 77

27. "...Alternative arrangements, for example mutual aid agreements, may help to reduce the reliance on reserves or insurance. The Pitt Review into the 2007 floods, although specifically focused on England, will be of relevance to all local authorities. This recommended that "Local authorities should continue to make arrangements to bear the cost of recovery for all but the most exceptional emergencies, and should revisit their reserves and insurance arrangements in light of last summer's floods." The Government's position remains that it is primarily the local authority's responsibility to bear such costs, and authorities should note this position when considering the appropriate level of reserves."

28 "... However, both the Pitt Review and Staying Afloat noted that most central government assistance provided to local authorities in relation to the 2007 floods was ad hoc in nature. The government has been keen to stress that they should not be seen as setting a precedent and should not be relied on in the future. Authorities will therefore need to make their own assessments of the likely level of support. "

FURTHER INFORMATION:

The Pitt Review can be downloaded from:

http://webarchive.nationalarchives.gov.uk/20100807034701/http://archive.cabinetoffice.gov.uk/pittreview/the-pittreview/final_report.html

Staying Afloat can be downloaded from:

http://archive.audit-commission.gov.uk/auditcommission/SiteCollectionDocuments/AuditCommissionReports/NationalStudies/StayingAfloat_REP14Dec07.pdf

Both reports provide additional advice to local authorities on planning for and managing the financial impacts of exceptional events.

LASAAC Guidance on Reserves in Scotland can be downloaded from:

<http://www.cipfa.org/regions/scotland/policy-and-technical/local-authority-scotland-accounts-advisory-committee/guidance-and-publications/accounting-for-interest-on-reserves>

Details of the Emergency Financial Assistance (Bellwin) Scheme can be downloaded from:

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/210953/The_Bellwin_Scheme_of_Emergency_Financial_Assistance_to_Local_Authorities.pdf

<http://www.scotland.gov.uk/Topics/Government/local-government/17999/Bellwin>

<http://wales.gov.uk/topics/localgovernment/finandfunding/emergency/publications/efas-guidance-notes-14-15/?lang=en>

The Audit Commission Report *Striking a Balance* can be downloaded from:

<http://www.audit-commission.gov.uk/2012/12/striking-a-balance-improving-councils-decision-making-on-reserves/>

Accounts Commission *An overview of local government in Scotland 2014* (March 2014) can be accessed at:

http://www.audit-scotland.gov.uk/docs/local/2014/nr_140327_local_government_overview.pdf

CODE OF PRACTICE ON LOCAL AUTHORITY ACCOUNTING IN THE UNITED KINGDOM
DEFINITIONS (AND RELEVANT EXTRACTS OF) RESERVES AND PROVISIONS

CHAPTER TWO: CONCEPTS AND PRINCIPLES

2.1.2.25 Reserves – the residual interest in the assets of the authority after deducting all its liabilities. The Movement in Reserves Statement shows the true economic cost of providing the authority's services, represented by the line 'Surplus or (deficit) on the provision of services'. Some income and expenditure is required to be recognised on a different basis or in a different accounting period (ie in accordance with legislation) in the General Fund and Housing Revenue Account. These differences are shown in the line 'Adjustments between accounting basis and funding basis under regulations'. Voluntary transfers to or from the General Fund Balance and Housing Revenue Account Balance also affect the amount to be funded from council tax or council dwelling rents; these are shown in the line 'Transfers to or from reserves available to fund services'. The Movement in Reserves Statement also shows Other Comprehensive Income and Expenditure, for example revaluation gains.

CHAPTER THREE: FINANCIAL STATEMENTS

3.4.2.41 The classification of reserves presented in the Movement in Reserves Statement shall include the following items; authorities may choose to present additional items on the face of the statement:

- a) General Fund Balance (in Scotland, includes earmarked portion of General Fund Balance)
- b) Earmarked General Fund Reserves (not Scotland) (recommended but not mandatory)
- c) Housing Revenue Account Balance (in Scotland, includes earmarked portion of Housing Revenue Account Balance)
- d) Earmarked Housing Revenue Account Reserves (not Scotland) (recommended but not mandatory)
- e) Major Repairs Reserve (England and Wales)
- f) Revenue statutory funds (Scotland)
- g) Capital Receipts Reserve (England and Wales); Capital statutory funds (Scotland)
- h) Capital Grants Unapplied Account
- i) Total usable reserves
- j) Unusable reserves
- k) Total reserves of the authority
- l) Authority's share of the reserves of subsidiaries, associates and joint ventures (Group Accounts only)
- m) Total reserves (Group Accounts only).

3.4.2.42 A local authority shall present, either in the Movement in Reserves Statement or in the notes, an analysis of the amounts included in each item of the classification of reserves required by paragraph 3.4.2.41. This analysis shall present amounts held for capital purposes separately from those held for revenue purposes, and shall separately identify the total reserves held by schools.

CHAPTER EIGHT: LIABILITIES

8.2.2.9 A **provision** is a liability of uncertain timing or amount.

8.2.2.12 A provision shall be recognised when:

- an authority has a present obligation (legal or constructive) as a result of a past event
- it is probable that an outflow of resources embodying economic benefits or service potential will be required to settle the obligation, and
- a reliable estimate can be made of the amount of the obligation.

8.2.2.13 If the above conditions are not met, no provision shall be recognised.

8.2.2.14 In some cases it is not clear whether there is a present obligation. In these cases, a past event is deemed to give rise to a present obligation if, taking account of all available evidence, it is more likely than not that a present obligation exists at the reporting date. A past event that leads to a present obligation is called an obligating event.

Agenda Item 6



Report of the Convener

To the Service Improvement and Finance Scrutiny Performance Panel – 13th
November 2018

Provisional Revenue and Capital Statement

Purpose:	To brief/update the Service Improvement and Finance Scrutiny Performance Panel on the Mid-Year budget position
Content:	A briefing/update on Mid-Year budget position
Councillors are being asked to:	Consider the information provided and to forward views to the Cabinet Member via a letter from the Panel Convener
Lead Councillor:	Councillor Chris Holley – Panel Convener
Lead Officer & Report Author:	Bethan Hopkins – Scrutiny Officer Tel: 01792 636292 E-mail: bethan.hopkins@swansea.gov.uk

1. Background

- 1.1 The Service Improvement and Finance Performance Panel scrutinises various financial reports throughout the year.
- 1.2 The Panel are being asked to consider the information and feedback any comments they may have to the relevant Cabinet Member.

2. Briefing/Main body of report

- 2.1 This reports looks at the provisional revenue and capital settlement for 2019/20, the mid-year budget statement.
- 2.2 The Section 151 officer will also be attending to provide a verbal update on the information and take questions on any part of the report.

Appendices: Report of the Section 151 Officer. *Setting the Scene – Provisional Revenue and Capital Settlement 2019/20*

Report of the Section 151 Officer

For Council 25th October 2018 – updated for 23rd October Welsh Government Announcements

Setting the Scene – Provisional Revenue and Capital Settlement 2019/20

1. The provisional settlement for 2019/20 was announced on 9th October 2018. Further details regarding all Wales level specific grants were announced on 23 October. Final settlement is due 19th December.
2. It details a provisional settlement for one year only – i.e. 2019/20 (average of minus 0.3% off block grant), with no indication for 2020/21. The Welsh Government will clearly wish to analyse the outcome of the Chancellor's 29th October budget before confirming forthcoming year or committing to any comment on future years.

3. Provisional Revenue Settlement 2019/20

- 3.1 General support from Welsh Government to Local Government in Wales is made up of two elements:-

Table A Movement in provisional settlement 2019/20

		£'000	£'000
2018/19	Revenue Support Grant	239,946	
2018/19	Share of NDR	79,141	
2018/19	Total AEF		319,087
2019/20	Teachers' Pay Grant	606	
2019/20	Free School Meals Grant	277	
2019/20	Total transfers in		883
2019/20	None	0	
2019/20	Total Transfers out		0
2019/10	None	0	
	Total additions for responsibilities		0
2019/20	Net MORE money		18
<hr/>			
2019/20	Provisional settlement		319,988

	2018/19 £'000	2019/20 £'000	Movement £'000	%
Revenue Support Grant	239,946	239,974	28	0.0
NDR	79,141	80,014	873	1.1
Total funding	319,087	319,988	901	

- Revenue Support Grant - BUT effectively worth 0% after grant transfers
- Local authority share of redistributed Non Domestic (Business) Rates

Together these sums form the Aggregate External Finance (AEF) which is the total support proposed for each year.

Note, that although the provisional settlement refers to extra funding for the Teachers pay award in 2019/20 on top of the 2018/19 position, by virtue of there being a cash grant stand still, there is no funding in the system to “pay” for this increase.

- 3.2 Notionally it is irrelevant how total funding is made up in terms of the split between the two elements detailed above but clearly, as far as Non Domestic Rates are concerned the sum allocated reflects what is available in total from the all Wales Pool and could be subject to fluctuation year on year (but not in year).
- 3.3 The provisional Settlement for 2019/20 is shown in table A above
- 3.4 Table A shows both the detailed movement in the overall settlement and, equally importantly, the split between overall funding between RSG and NDR for both the current year and 2019/20. It can be clearly seen that overall funding reflects a freeze in core grant.
- 3.5 In previous years it has been practice to passport to Service Budgets and transfer in to RSG from specific grants and to deduct from service budgets any transfers out. At this stage, it is assumed that will remain the case for 2019/20.
- 3.6 There appears to be no explicit protection for social services or education despite ministerial words in the core settlement.
- 3.7 Overall, the settlement for all Local Authorities across Wales has dropped marginally. In terms of the actual cash settlement received by this Council, the above sums are notional at best.
- 3.8 Unlike previous years, the provisional settlement gives no indication of genuine protection – implied or otherwise – in respect of delegated schools budgets.

- 3.9 Whilst there is no specific attribution of AEF to specific areas of spend, each year the Welsh Government produces a cross sector analysis of Standard Spending assessment which feeds into the AEF process.
- 3.10 It is clear when looking at AEF that personal social services has risen, school services has risen slightly, other education (non-schools) and other services have fallen (particularly roads and transport). Cash though for the council, like for like, has stood still, so these are all notional rises, not real or backed by cash.

4.

Table B - Movement in SSA - School Services

Year	School Services SSA £'000	Overall SSA £'000	%
2018/19	164,506	427,418	38.49
2019/20	164,947	434,255	37.98

Table B - Movement in SSA - Social Services

Year	Social Services SSA £'000	Overall SSA £'000	%
2018/19	122,413	427,418	28.64
2019/20	126,574	434,255	29.14

- 4.1 There is an underlying calculation in terms of analysing AEF distribution between Councils that makes use of a standard tax element as part of the overall formula calculation. It is an effective proxy for how much the Welsh Government thinks local authorities could raise locally through taxation, but is not binding or even a guideline.
- 4.2 Using figures extracted from 2018/19 and provisional settlement 2019/20 reports it is clear that the assumption within the settlement data is an increase in the standard council tax element of 6.3%.

5. Specific Grant settlements 2019/20

- 5.1 Specific grants information on an all Wales basis was released on 23rd October 2018. On a like for like basis £47m has been added to specific grants of which £30m is for personal social services and £15m for schools funding. Both have previously been widely trailed though what they are expected to fund remains not entirely clear (i.e. new money and/or new responsibilities). The remaining uplift is for Pupil Deprivation Access Grant. Some grant details remain to be announced, most notably in Waste in Education.

6. Capital Settlement 2019/20

- 6.1 There has been a minor increase in the overall level of supported General Fund Capital Expenditure from previous years from £10.292m to £10.342m.
- 6.2 The effect of that is that the Council will continue to be in a position where Capital Expenditure on three basic areas – Building maintenance, Highways maintenance and DFG's will continue to exceed the overall capital allocation unless budget allocations in these areas are reduced.

7. Indicative Council tax levels across Wales 2018/19

- 7.1 Appendix 'A' to this report shows current Council tax levels (Band D) across Wales for 2018/19 as a reference guide.

Appendix A

Table 1: Breakdown of band D council tax in Wales, 2018-19

	Average band D	Of which:			Average per dwelling
		County council element	Community council element (a)	Police authority element	
	£	£	£	£	£
Isle of Anglesey	1,441	1,140	42	258	1,313
Gwynedd	1,601	1,301	42	258	1,441
Conwy	1,469	1,168	43	258	1,331
Denbighshire	1,555	1,248	49	258	1,409
Flintshire	1,480	1,178	45	258	1,417
Wrexham	1,398	1,093	47	258	1,277
Powys	1,471	1,189	57	225	1,455
Ceredigion	1,484	1,226	33	225	1,433
Pembrokeshire	1,252	994	34	225	1,183
Carmarthenshire	1,500	1,197	79	225	1,276
Swansea	1,518	1,269	16	234	1,290
Neath Port Talbot	1,772	1,497	42	234	1,312
Bridgend	1,676	1,396	47	234	1,420
Vale of Glamorgan	1,466	1,187	45	234	1,516
Cardiff	1,391	1,155	3	234	1,389
Rhondda Cynon Taf	1,666	1,406	26	234	1,209
Merthyr Tydfil	1,735	1,500	1	234	1,188
Caerphilly	1,309	1,058	12	239	1,017
Blaenau Gwent	1,828	1,571	18	239	1,162
Torfaen	1,526	1,242	46	239	1,250
Monmouthshire	1,539	1,242	58	239	1,732
Newport	1,301	1,057	5	239	1,152
Wales average	1,492	1,219	34	239	1,319

(a) The average community council element across the county.

Existing Grant name	2018-19	2019-20
<u>Children, Older People and Social Care</u>		
Flying Start Revenue Grant ¹	74.683	0.000
Families First ¹	37.661	0.000
Out of School Childcare ¹	2.300	0.000
NHS Funded Nursing Care Grant	1.900	NA
St David's Day Fund ¹	1.000	0.000
National Approach to Advocacy	0.550	0.550
Maintaining the Delivery of the National Adoption Register	0.172	0.172
Development of Adoption Support Services in Wales	0.090	0.090
Children and Communities Grant	0.000	135.442
TOTAL	118.356	136.254
<u>Culture, Tourism and Sport</u>		
Regional Tourism Engagement Fund	0.976	0.750
CYMAL	0.268	NA
Specialist Service Grants	0.065	0.065
TOTAL	1.309	0.815
<u>Economy and Transport</u>		
Concessionary Fares	57.986	60.133
Bus Services Support Grant	25.000	25.000
Bus Revenue Support Traws Cymru	3.400	3.387
Road Safety Grant	2.000	2.000
Major Events Grant Support	1.625	NA
Anglesey Airport	0.366	NA
Enterprise Zones	0.105	0.050
TOTAL	90.482	90.570
<u>Education</u>		
Education Improvement Grant ²	118.137	118.137
Pupil Development Grant	91.333	91.333
Raising School Standards ²	10.030	NA
Additional Support for Ethnic, Minority, Gypsy Roma Traveller Learners ³	8.700	8.700
Teachers Pay Grant	8.069	RSG
Pioneer Schools ²	7.105	NA
Free School Meals Grant	4.000	RSG
Youth Support Grant	3.470	3.470
Additional Learning Needs Transformation Grant	3.200	3.200
Reducing infant class sizes grant	3.000	5.000
Small and Rural Schools Grant	2.500	2.500
PDG Access ³	1.770	3.554
GCSE Support ²	1.000	0.000
The Learning in Digital Wales Continuing Professional Development Programme (Phase 2) ²	0.450	0.500

Modern Foreign Languages ²	0.432	0.432
Seren Network Hub Grant	0.320	0.320
Senior Business Managers	0.200	0.200
Mentoring and Networking Support for Head Teachers ²	0.140	0.140
Specialist Skills Development	0.079	0.131
National Numeracy Tests ²	0.020	0.020
Schools Funding Grant	0.000	15.000

TOTAL	263.956	252.637
--------------	----------------	----------------

Energy, Planning and Rural Affairs

Sustainable Waste Management Grant ⁴	18.200	NA
Waste Infrastructure Procurement Programme - Gate Fee Contributions	7.680	10.170
Single Revenue Grant ⁵	2.548	0.000
Animal Health & welfare Framework Funding	0.200	0.200
South Wales Regional Aggregate Working Party	0.050	0.050
Waste Planning Monitoring Report - North Wales and South East Wales.	0.049	0.049
North Wales Regional Aggregate Working Party	0.025	0.025
Waste Planning Monitoring Report - South West Wales	0.017	0.017
Non-Domestic (Business) Rates Support for Hydropower	0.008	NA

TOTAL	28.777	10.510
--------------	---------------	---------------

Environment

Land Drainage and Coastal Protection	1.430	1.430
Air Quality Direction Feasibility Study	0.554	0.554
Sustainable Development Fund for Areas of Outstanding Natural Beauty	0.275	0.275

TOTAL	2.259	2.259
--------------	--------------	--------------

Finance

High Street Rate Relief	5.000	0.000
-------------------------	-------	-------

TOTAL	5.000	0.000
--------------	--------------	--------------

Health and Social Services

Substance Misuse Action Fund	22.663	22.663
Deprivation of Liberty Safeguard	0.263	NA
Take Home Naloxone	0.080	0.080
Substance Misuse Bursary Scheme	0.035	0.035
Social Services Grant	0.000	30.000

TOTAL	23.041	52.778
--------------	---------------	---------------

Housing and Regeneration

Supporting People ⁶	123.688	0.000
Cardiff Bay Regeneration	5.400	5.400
Homelessness Grant	2.800	NA

Rural Housing Enabler Projects	0.030	0.030
Housing Support Grant	0.000	126.763
TOTAL	131.918	132.193
<u>Leader of the House</u>		
Violence against Women, Domestic Abuse & Sexual Violence Grant	1.938	2.438
Community Cohesion Grant	0.360	0.360
TOTAL	2.298	2.798
<u>Local Government and Public Services</u>		
Cardiff Capital City Deal	10.000	10.000
Communities First Legacy ¹	6.000	0.000
Promoting Positive Engagement for Young People At Risk of Offending ¹	4.330	0.000
Child Burials	0.600	0.600
Support for Public Services Boards	0.400	0.400
Armed Forces Day	0.170	0.020
TOTAL	21.500	11.020
<u>Welsh Language and Lifelong Learning</u>		
Sixth Form Funding ⁷	92.918	NA
Communities for Work Plus ¹	10.731	0.000
Communities for Work	6.833	6.906
Adult Community Learning	4.307	NA
Promote and Facilitate the use of the Welsh Language	0.314	0.314
TOTAL	115.102	7.220
All Grants	803.997	699.054
All Grants excluding NA and RSG transfers (for like- for like comparison)	652.138	699.054

Agenda Item 7



Report of the Cabinet Member for Business Transformation & Performance

Cabinet – 18 October 2018

Annual Review of Performance 2017/18

Purpose:	To publish the Annual Review of Performance 2017/18 reporting progress undertaking the steps to meet the Council's Well-being Objectives described in the Corporate Plan and to meet other requirements set out within statutory guidance concerning the Well-Being of Future Generations (Wales) Act 2015 and Local Government (Wales) Measure 2009.
Policy Framework:	Corporate Plan 2017/22 <i>Delivering a Successful and Sustainable Swansea.</i>
Consultation:	Access to Services, Finance, Legal.
Recommendation(s):	It is recommended that: 1) The Annual Review of Performance 2017/18 is approved.
Report Author:	Richard Rowlands
Finance Officer:	Paul Roach
Legal Officer:	Debbie Smith
Access to Services Officer:	Catherine Window

1. Introduction

- 1.1 The Council must write and publish an annual report setting out progress meeting the 'steps' described in the Corporate Plan to achieve our Well-being Objectives (also our 'Improvement Objectives' under the Local Government (Wales) Measure 2009) established following the introduction of the Well-being of Future Generations Act 2015 (the 'Act').

2. Content

2.1 This Annual Review of Performance (the 'Review') must show:

- We are taking all reasonable steps to meet our Well-being Objectives (*what* are we doing).
- The steps we are taking to meet our Well-being Objectives are consistent with the five ways of working established by the Act (*how* we are doing it).
- Our Well-being Objectives and the way that we are working to meet them is maximising our contribution to the achievement of all seven of the national Well-being goals created by the Act.

2.2 These requirements are met in Part 1 (Section 4 and Section 6 in each of the narratives on each Well-being Objective) and in Part 2 of the Review.

2.3 In addition, the Review should demonstrate:

- how the seven areas for change stipulated in the Act (Financial Planning, Workforce Planning, Performance Management, Risk Management, Asset Management and procurement) have begun to adapt their ways of working (see Part 3 of the Review);
- evidence of how we are tracking progress and being held to account in taking steps to meet Well-being Objectives and using the five ways of working in everything we do (see Part 4 of the Review);
- how the Act is becoming embedded into governance (including Corporates Planning, Service Planning) and decision making in the Council (see Part 4 of the Review);
- an Assessment of whether our Well-being Objectives are still appropriate (see introduction 'Review of Well-being Objectives 2018/19');
- progress and the difference each Well-being Objective has made (See section 5 in each of the narratives on each Well-being Objective found in Part 1 of the Review);
- describe how the Act has been applied and explain the tensions trying to apply it and lessons learnt (See section 7 in each of the narratives on each Well-being Objective found in Part 1 of the Review);
- how the groups with protected characteristics & children and young people were involved in the setting and achievement of our Well-being Objectives (throughout Part 1 of the Review; in particular, see Introduction);

- the linkages between the Act and other legislation – how our Well-being Objectives are contributing to promoting the Welsh language, protecting biodiversity and strengthening our approach to tackling poverty (throughout Part 1 of the Review; in particular, see Introduction);
 - how our Well-being Objectives are achieving global well-being (throughout Part 1 of the Review; in particular, see Introduction).
- 2.4 Meeting these requirements will also enable the Council to discharge its annual reporting duties under the Local Government (Wales) Measure 2009.

3. Equality and Engagement Implications

3.1 The Council is subject to the Public Sector Equality Duty (Wales) and must, in the exercise of their functions, have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.

3.2 Our Equality Impact Assessment (EIA) process ensures that we have paid due regard to the above.

3.3 The Review itself has no direct equality and engagement implications. The Review does however describe how the Council, in meeting its Well-being Objectives, is involving groups with protected characteristics & children and young people, contributing to promoting the Welsh language and applying the United Nation Convention on the Rights of the Child (UNCRC), which Council has embedded into the Authority's Policy Framework. In addition, the Review may form part of the information that leads to a service screening for and undertaking an EIA as required.

4. Financial Implications

4.1 The financial resources required to implement all the actions and achieve the specified performance targets in 2017/18 were provided in the approved budget. Any additional financial implications that arose from the pursuance of the priorities in the Corporate Plan would have been dealt with as virement within the normal financial procedures.

5. Legal Implications

5.1 The Annual Review of Performance 2017/18 must be published at or before the statutory date of 31st October 2018 as required by the Local Government (Wales) Measure 2009.

Background Papers: Shared Purpose, Shared Future. Statutory guidance on the Well-being of Future Generations (Wales) Act 2015.

Appendices:

Appendix A - Annual Review of Performance 2017/18

Annual Review of Performance 2017/18

Contents

Introduction	Page 3
Part 1 – Reports on progress in 2017/18 undertaking the steps to meet the Council’s Well-being Objectives	Page 7
Safeguarding People from Harm	Page 10
Improving Education & Skills	Page 20
Transforming our Economy & Infrastructure	Page 28
Tackling Poverty	Page 39
Transformation & Future Council development	Page 53
Part 2: How we have worked when taking steps to meet our Well-being Objectives	Page 60
Part 3 - How the Council is changing the way we work: Where the change needs to happen	Page 64
Part 4 – Governance and Accountability	Page 68
Where to find additional information	Page 73

Introduction - The Annual Review of Performance 2017/18

The Council's Corporate Plan 2017/22 *Delivering a Successful and Sustainable Swansea* describes the council's vision for Swansea, our 5 key priorities (Well-being Objectives and Improvement Objectives) and our organisation values and principles that will underpin the delivery of our priorities and overall strategy.

This discharges our duties under the Well-Being of Future Generations (Wales) Act 2015 and Local Government Measure (Wales) 2009 to set Well-being Objectives and Improvement Objectives.

Our Well-being Objectives show the Council's contribution to Wales' 7 national goals¹ described within the Well-Being of Future Generations Act (the 'Act') and describes how we will maximise this contribution to the national goals and to the social, cultural, environmental and economic well-being of Swansea by working in line with the sustainability principles set out within the Act.

The Corporate Plan sets out the steps being undertaken to meet our Well-being Objectives and contribute to the seven national well-being goals 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 compliment those of other public bodies.
- Working in partnership with others.
- Involving local people.

This Annual Review of Performance 2017/18 (the 'Review') is the Council's report on its progress undertaking the steps to meet its Well-being Objectives as outlined in the Corporate Plan. In doing so, the Review seeks to describe how the Council has worked in line with the sustainable development principles in order to maximise its contribution to the national goals.

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

Our Corporate Plan 2017/22 *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.

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.

- 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 2017/22

In order to meet these challenges, we prioritised five Well-being Objectives in 2017/18. These were:

- **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.

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 Act.

- **Prevention**

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

- **Partnerships**

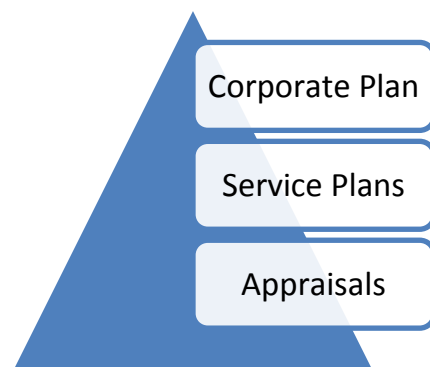
We will work together with our partners across the public, business and voluntary sectors through the Public Service Board and through other collaborative means in order to meet the shared challenges that face Swansea and its communities.

We will take a ‘Team Swansea’ approach, working as a whole-Council to ensure that every service can play a part in contributing to our 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.

Review of Well-being Objectives 2018/19

The Council reviewed its Well-being Objectives during 2018/19 and has refreshed the Corporate Plan for 2018/22. This follows the production by the Public Service Board (PSB) of its Well-being Plan, a review of progress and an assessment of the evidence, looking at how we can close any gaps and further maximise our contribution to the national goals.

The main change following the review has been the addition of a sixth well-being objective to the Corporate Plan for 2018/22 – *‘Maintaining and enhancing Swansea’s Natural Resources and Biodiversity’*

Although there was no specific Well-being Objective associated with nature in the Corporate Plan prior to 2018/19, the Council’s Well-being Objectives are an integrated set that collectively seeks to address **all** aspects of well-being, including environmental well-being

However, there are a number of reasons for adding a new Well-being Objective regarding nature –

- It will allow the Council to demonstrate that it is maximising its contribution to the national well-being goal for *‘A resilient Wales’ - ‘A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).’*
- The introduction of Section 6 of the Environment (Wales) Act. This reinforces the resilient Wales goal by placing a new biodiversity and resilience of ecosystems duty on local authorities². This will require the Council to produce a Section 6 (S6) Plan. The statutory guidance suggests that best practice would be that the S6 plan forms part of the Corporate Plan.
- The Public Services Board has adopted *‘Working with Nature’* as one of its four Well-being Objectives. The new sixth Well-being Objective will help better align the Council’s with those of the PSB as set out within the Act’s statutory guidance.
- The Council undertook another survey as a guide and ‘temperature check’ to help inform the refresh of the Corporate Plan and Well-being Objectives for 2018/22. Overall, the results of the survey show a relatively high level of support amongst the respondents for the Council’s existing Well-being Objectives and the proposed steps the Council are planning to take to realise these objectives. However, a number of suggestions were received about including nature and the environment as an additional Well-being Objective, as well as actions related to nature and the environment.

² Section 6 of the Environment Act - requiring that *‘A public authority must seek to maintain and enhance biodiversity in the exercise of functions in relation to Wales, and in so doing promote the resilience of ecosystems, so far as consistent with the proper exercise of those functions.’*

- A Scrutiny Inquiry into ‘Swansea’s Natural Environment’ is underway at the time of writing and it is likely to recommend the inclusion of a sixth Well-being Objective on ‘nature into the Corporate Plan for the reasons set out above.

How can you get involved?

You can get involved and have your say. <http://www.swansea.gov.uk/haveyoursay>

You can also get involved through the Council’s Scrutiny Boards and panels, which are open to the public: <https://www.swansea.gov.uk/scrutiny>

You can contact the Council at any time by: Email to improvement@swansea.gov.uk Telephone 01792 637570.

Part 1 – Reports on progress in 2017/18 undertaking the steps to meet the Council’s Well-being Objectives

This part of the Review represents a report on the progress the Council has made undertaking the steps it set out in its Corporate Plan 2017/22 to work towards meeting each Well-being Objective.

For each Well-being Objective, the Review sets out the following headings:

1. Why this is a Well-being Objective.
2. The steps we said that we would take to meet this Well-being Objective.
3. What success will look like.
4. Making progress towards the steps to meet this Well-being Objective – what worked.
5. The difference this Well-being Objective is making – case study/studies.
6. How this Well-being Objective is contributing to the achievement of the national well-being goals.
7. Lessons learnt and areas for development.

Overall, the reports show that the Council has made progress undertaking the steps to meet its Well-being Objectives whilst areas for development and lessons learnt are set out at the end of each report.

These reports also set out how:

1. Groups of people with protected characteristics & children and young people were involved.
2. Our Well-being Objectives are contributing to promoting the Welsh language, protecting biodiversity and strengthening our approach to tackling poverty.
3. Our Well-being Objectives are contributing towards achieving global well-being through decarbonisation, including reducing energy demand, increasing energy efficiency and the use of clean energy.

Further and additional information on these specific points is set out below:

1. *Involving groups with protected characteristics and children & young people*

There is a very close alignment between the Council's Well-being Objectives and the steps to meet the Well-being Objectives and the Council's Equality Objectives as set out in its Strategic Equality Plan 2016/20.

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

We have introduced Councillor Champions who cover a wide range of equality issues in addition to wider themes such as health and wellbeing, carers and domestic abuse. The Champions provide a voice for traditionally under-represented groups or issues, which need to be kept at the forefront of Council business. They make sure that the issue or group that they are championing is taken into account when Council policy is being developed and decisions are made.

Our expanded Equality Impact Assessment (EIAs) process, which includes the UNCRC, carers, community cohesion, poverty, social exclusion and Welsh language, continues to be very useful in ensuring that equality issues are considered and addressed. The EIAs form part of the corporate planning and budget setting process and during policy development. The Corporate Plan for 2017/22 and our Well-being Objectives were subjected to an EIA, which was presented to Council along with the Plan when it was adopted.

We continue to co-ordinate and further develop the Council's engagement with Swansea's Lesbian, Gay, Bi-sexual and Transgender (LGBT) community via our LGBT Forum and in partnership with South Wales Police. We support the regional BME network with colleagues from the public sector and third sector. We also facilitate a Disability Liaison Group, which has met with several Council departments to discuss issues of joint interest. We are continuing to promote Victim Support, the Official National Hate Crime Report and Support Centre for Wales.

We are continuing to adopt a whole-Council approach to Children's Rights through the UNCRC Action plan. The Council's *Big Conversation* events give children and young people an opportunity to discuss issues that matter to them. Schools' pupils are involved in their education through School Councils and through *Pupil Voice*.

We are continuing to deliver the Welsh Government's strategy for Older People and Ageing Well. Over 200 people attended an Ageing Well Engagement Event in April 2017 to promote services and information and to gather views about what Ageing Well means to people as well as what an Age Friendly City centre would look like. A subsequent event at the Grand Theatre Studio in October 2017 attracted over 200 people with over 40 exhibitors plus the UNCRC team and Early Years team attending.

2. *Welsh language*

We are continuing to develop procedures and processes to facilitate the adoption of and local implementation of the Welsh Language Standards. The Council is implementing the second year of Phase II of *Mwy na Geiriau / More Than Just Words* (the Welsh Government's Strategic Framework for Welsh Language Services In Health, Social Services and Social Care). Our leisure services team has been praised by the Welsh Language Commissioner for their work in delivering swimming lessons through the medium of Welsh. The Commissioner Meri Huws said the work demonstrated a clear commitment by the Council to ensuring the Welsh language is promoted in the area.

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

3. Biodiversity

A new Well-being Objective - *Maintaining and enhancing Swansea's Natural Resources and Biodiversity* – has been added to our set of Well-being Objectives following a review as part of the 2018/22 refresh of our Corporate Plan. This will allow the Council to maximise its contribution to *A Resilient Wales* national goal and meet our biodiversity obligations under the Environment Act.

4. Global well-being

The Council's Transformation & Future Council Policy Development & Delivery Committee started work in 2017/18 on reviewing the Council's approach to procurement to secure local economic and community benefits, in line with sustainable development principles. This involved looking to see how local suppliers could bid on Council contracts helping to contribute towards reducing global impact and increasing local benefits

Safeguarding people from harm

1. Why this 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 ensure all vulnerable adults are safeguarded from home and able to live to their maximum potential.
- 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.

2. The Steps we said we would 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 Adults and Children's Safeguarding Boards.
- Continue to involve looked after children in getting their voice heard about the services that they receive. Undertake this 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.

3. What success will look like

- People are safeguarded from harm through effective arrangements and timely interventions and support. Council staff and elected Members continue to be trained and the public and partners made aware of safeguarding issues so that they know what to do if they have any concerns. Demand for social services is managed effectively so that social services is sustainable and

financially viable. People are helped to age well and their voice, independence and involvement in their own care is promoted.

4. Making progress towards the steps to meet this Well-being Objective – what worked

- For Swansea Council “Safeguarding” is a wider objective than the vital work of protection of the most vulnerable children and adults. This corporate priority also deals with public protection and citizen rights.
- Swansea Council expects that vulnerable people in Swansea are kept safe, and protected from abuse and neglect. To achieve this, safeguarding vulnerable adults and children is a corporate priority and is understood across the whole Council, as “everyone’s business”.
- In meeting these challenges, elected members and Council officers have worked together to review and fully update Swansea Council’s Corporate Safeguarding Policy to cover a wider range of potential concerns, such as child sexual exploitation, radicalisation (Prevent Strategy to safeguard the vulnerable from radicalisation) and female genital mutilation (FGM).
- Reflected in the new policy are the key element that Swansea Council must have in place to make sure effective safeguarding remains everybody’s business. Implementing this policy, the Council must have effective day-to-day arrangements, overseen by a strong Corporate Safeguarding governance structure supported by lead safeguarding officers. Working together, we can help ensure that all staff and providers are fully aware of their roles and responsibilities in safeguarding our most vulnerable citizens.

Understanding and awareness of Safeguarding

- Across the Council, our entire workforce, all elected Members and key partners are expected to complete mandatory training, which promotes not only the awareness of safeguarding, but also the duty to report. For example, **523** colleagues in Swansea’s Corporate Building Services have completed either the e-Learning or face to face safeguarding awareness training. Swansea Council is also aiming to provide the 90-minute sessions free-of-charge to all 1,100 taxi drivers operating in the city over the coming months. These citizens are the new ‘eyes’ and ‘ears’ to potential concerns around vulnerable people within the City.
- There are still a high number of safeguarding concerns, all of which have to be dealt with. Adult Services received **1,321** (1271, last year) safeguarding enquiries, of which we accepted **540** (522) as referrals / possible concerns where the threshold was met. **1,307** (1,128) deprivation of liberty safeguard requests were also made to Adult Services, on behalf of people during 2017/18. In Child and Family Services, there were **9,529** contacts about vulnerable children, of which **1,722** became referrals / possible concerns during 2017/18.

Effective Safeguarding arrangements

- Safeguarding has strong leadership and support from the whole Council, in particular from Cabinet Members, our Scrutiny boards and the Corporate Management Team led by the Chief Executive. There are Safeguarding leads in all service areas who work together through a Corporate Safeguarding group that meets quarterly, chaired by the Director of Social Services.

Collaboration and partnerships

- Western Bay Safeguarding Boards held a programme of activities to mark National Safeguarding Week, with an awareness raising campaign in partnership with 'The Wave' radio station, who broadcast a series of infomercials throughout the week. During National Safeguarding Week, each day had a campaign focus on one of the wider issues such as Child Sexual Exploitation, Modern Slavery, Mental health & Resilience and Violence against Women, Domestic Abuse and Sexual Violence. Practice reviews and lessons learned events are carried out by the regional boards to ensure all steps are taken to reduce the risks of harm or abuse. The Safeguarding Boards also has a robust governance structure, which ensures that safeguarding arrangements are effectively implemented in each statutory partner.
- The Violence Against Women, Domestic Abuse and Sexual Violence (VAWDASV) Partnership held its annual White Ribbon Day event to raise awareness amongst professionals and the public of issues around violence against women. This was supported and attended by MPs, Councillors, the Swans, Ospreys and a range of public services.

Involvement and voice

- In all aspects of work with citizens, we actively seek feedback from children, adults, families and carers who use our services to achieve their own well-being outcomes; their views help to inform our improvement journey. Everyone, adult or child, has a voice – an opportunity – a right – to be heard as an individual, as a citizen, to shape the decisions that affect them, and to have control over their day-to-day lives. A 'What matters to you' conversation is now central to how we work, across the whole service. We have continued to implement innovative ways of working with children, young people, adults and families through our Signs of Safety practice framework. This innovative strengths-based, safety-organised approach to child protection casework is grounded in partnership and collaboration. Through the front door in all aspects of social work, we can expect a worker to explore the strengths and risks in families in order to stabilise and strengthen a child's and family's situation. This approach is now being rolled out to Adult Services through the newly development 'Doing What Matters' Practice Framework.
- Looked after children now have an even stronger voice in what matters to them and better life opportunities achieved through a range of high quality services, which is supported by Swansea's Corporate Parenting Board. A new Participation and Coproduction strategy in Child and Family Services seeks to promote a wider range of participation and involvement opportunities for looked after children. **Bright Spots**, provides 360-degree feedback for children in framework placements, life story work, presentation at reviews. **InfoNation** is an Information, Advice and Assistance service available and accessible to young people who are 16 and 17 years based in the City centre, with a wide range of support available.

Domestic Abuse

- Swansea Council has a VAWDASV Strategy, which was developed through a partnership approach and consultation with the public. Among the objectives of the strategy are to: increase awareness and challenge attitudes of VAWDASV; increase awareness in children and young people of the importance of safe, equal and healthy relationships and that abusive behaviour is always wrong; an increased focus on holding perpetrators to account and provide opportunities to change their behaviour. Early intervention and prevention is also a priority and that relevant professionals are trained to provide effective, timely and appropriate responses to victims.

- Victims, or those at risk of abuse, should have equal access to appropriate resources and high quality, needs led, gender responsive services. Swansea's Domestic Abuse Hub, a provision for children and their families takes a 'whole family approach' to support. This Hub ensures a more proportionate response and pathway to police PPNs (Public Protection Notices) issued after a police call out to an incident. As the overwhelming majority of referrals would not necessarily hit the threshold for statutory intervention, the Hub helps to coordinate early intervention, prevention and family support services. This development is enhanced by a Domestic Abuse One-Stop Shop, with open access to anyone (female or male) who has experienced domestic abuse currently or in the past or to anyone looking for information and support.

Hate crime

- Working with key partners, Swansea has developed a Hate Crime Stakeholder Action Plan with three strategic objectives: prevent hate crime; increase reporting and access to supporting victims, and; improve the multi-agency response to hate crime. This plan is overseen by a multi-agency partnership and Hate Crime Awareness raising e-learning training is available and mandatory for all Council staff. To mark Hate Crime Awareness Week, the Council arranged an awareness raising seminar entitled 'What if...it was you?' where Council staff heard from a range of speakers including Disability Wales, Stonewall Cymru, EYST, South Wales Police and Victim Support.

Bullying in Schools

- Swansea is committed to working under the United Nations Convention on the Rights of the Child (UNCRC) to ensure children's human rights. They are to be safe, to survive and thrive, to receive an education, be listened to, and to fulfil their potential. Swansea Council, education services and schools take bullying extremely seriously. We understand the impact it can have on the child and in achieving their full potential. Whilst all schools are expected to have anti bullying strategies and policies to tackle bullying, they are also expected to have in place preventative, whole school approaches that teaches children the skills to promote good communication and relationships, to recognise and tackle bullying when it occurs. The local authority are currently exploring how it can make use of **My Concern** safeguarding software for wider monitoring of bullying to ensure relevant targeted support for schools.
- Work has taken place with a group of primary headteachers to re-develop **My Selfie**. My Selfie provides primary pupils with the opportunity to directly feedback on their school life and well-being. The website provides sign-posting to well-being and safeguarding resources for pupils of all ages. Key teaching staff at schools can make use of the information to gain a holistic understanding of an individual pupil's needs and improve pedagogy.

Radicalisation (Prevent Strategy)

- The aim of the **Prevent Strategy** is to reduce the threat to the UK from terrorism by stopping people becoming terrorists or supporting terrorism. It focusses on safeguarding people who are vulnerable to radicalisation or extremism (violent & non-violent). Swansea Council has the lead role in delivering the Prevent Strategy in accordance with its duties under the Counter Terrorism & Security Act 2015. The three main objectives are: to respond to the ideological challenge of terrorism; to prevent people from being drawn into terrorism, and; to work with a range of sectors and institutions where there are risks of radicalisation. We work closely with partners such as the Police, Local Health Board, Probation Services, Further & Higher Education establishments and schools, to safeguard citizens from radicalisation through a multi-agency process called Channel, chaired by Swansea Council. The programme ensures that vulnerable children and adults receive

support before those that would want them to embrace terrorism exploit their vulnerabilities, and before they become involved in criminal terrorist activity. In the Financial year 2017-18, we had 19 Prevent referrals.

- Prevent awareness raising training has been delivered to 3,322 members of frontline staff including teaching staff and elected Members since January 2013 with a further 294 members of staff completing the mandatory e-learning training since August 2017. Far Right extremism has been recognised as being the greatest extremism risk in Swansea. To raise awareness of the threat, 129 members of staff and 34 secondary school pupils attended workshops earlier this year to help support our citizens.

Equal access to services

- Swansea citizens can expect to know and understand what services are available to promote independence and improve quality of life, and to access these services to help achieve their well-being outcomes. People can access the right information, advice and assistance when they need it, in the way they want it and use this information to manage and improve their own well-being. We expect each citizens' voice is heard by services, carefully listened to, and that people speak for themselves and contribute to the decisions that are made about them.
- Swansea Council recognises the importance of getting each of the front door arrangements for well-being right through growing a greater corporate awareness of the contributions all Council services can make to citizen and family wellbeing, safeguarding and towards strengthening communities.
- Our Adult Services answered **25,016** (25,200) calls, of which **12,965** people had care and support needs. In fact, **7,573 (7,015)** people received care and support from Adult Services during this year. Child and Family Services received **9,529** contacts about concerns of which **1,722** were referrals to our statutory services. During 2017/18, **3,428** children and approx. **2,085** families were directly supported by Child & Family Services. An effective, warm front door, is seen as a vital part of Sustainable Swansea, to ensure the right people, get the right help, from the right individual, at the right time. We seek to understand how we respond across the full continuum of need when people approach us for support.
- Through a Systems Thinking Approach, the business case to implement a multi-agency Domestic Abuse Hub was agreed by partners, and we are applying the same methodology to work towards delivering a single system service for children and families across the continuum to prevent the escalation of need and manage demand. In addition, the co-production approach within social services has seen a change in how service users engage with the Council, The Co-production Network for Swansea will be launched following the success of the regional co-production network hosted by Swansea agencies.
- We are continuing to open up procurement and commissioning processes to support Co-productive approaches; we are co-producing a service specification for Independent Professional Advocacy and are involving citizens in the tender process. We are also involving citizens in the re-modelling and re-tendering of Supported Living.

Maximising people's independence

- Council services all remain very busy, with an increasing demand for social services in particular. To manage demand and long term trends, Swansea Council has adopted a Service Model for Adult Social Care, and a shared vision for health, care and wellbeing in the city:

“People in Swansea will have access to modern health and social care services which enable them to lead fulfilled lives with a sense of wellbeing within supportive families and resilient communities. We will help people to keep safe and protected from harm and give opportunities for them to feel empowered to exercise voice, choice and control in all aspects of their lives. Our services will focus on prevention, early intervention and enablement and we will deliver better support for people making best use of the resources available supported by our highly skilled and valued workforce”

- Our Adult Services Improvement Programme focuses upon the following six key improvement principles for placing the person at the centre of their care and support, carers and our communities:
 - Better Prevention
 - Better Early Help
 - New Approach to Assessment
 - Keeping People Safe
 - Working Together Better
 - Improved Cost Effectiveness
- As well as agreeing principles, there are significant new developments which are helping to maximise peoples' independence and the ability to live in their own homes for longer:
 - In line with the Western Bay Optimum Model for Intermediate Care, the Reablement Home Care service has been developed to offer more people short-term support to regain their skills and confidence to remain at home for longer.
 - There are 28 designated residential Reablement beds in Bonymaen House and Tŷ Waunarlyydd, which offer more targeted support to allow people to regain skills and confidence to return home wherever possible.
 - The number of people supported at home by long-term domiciliary care has increased, whilst the number of people in funded residential/nursing placements has stayed the same, which means more people are being supported in their own homes.
 - Social work practice framework is supporting practitioners to have strengths-based conversations with people from the onset to ensure that support is provided in line with their wishes.
 - Common Access Point now has a multi-disciplinary team in place to help triage at 'front door', and this includes access to District Nursing via single point of contact.
 - Transformation of domiciliary care and residential care are part of the Sustainable Swansea programme.

Prevention Strategy

- Through the Council's **Prevention Strategy**, we are ensuring 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. To ensure that help is available within strong, resilient communities, Swansea has since expanded the local area coordination from 4 into 10 local areas, and external partner funding has been received for a new post in Blaenymaes.

Carers and young carers

- We work with partners to improve accessibility to information, advice and assistance to all carers and young carers. Our Councillor Champions promotes the needs of carers and young carers. Support for young carers is now available through a wider range of partners such as the YMCA, and activities such as Art Baba's and through Swansea Museum. A Carers Strategy is in the process of being developed; this will reflect the views of young carers.

Ageing well

- Swansea is working with partners through the **Ageing Well Strategy** to help people to stay healthy and age well, and supporting this work is a well-established 50+ network, which links citizens into a wide range of information, support groups and events. An engagement and involvement plan is being developed for Older People, based on the model we have developed for Children & Young People. Our developing work on Human Rights will compliment this work.

Dementia Friendly City

- Swansea Council is seeking to develop Swansea's status as the first **Dementia Friendly City** in Wales. A local movement, Dementia Friendly Swansea, is focused on improving inclusion and quality of life for people with dementia in Swansea and surrounding areas. There are now over 9,000 Dementia Friends in Swansea, and a forum meets regularly to Support dementia friendly projects and initiatives in the area. It also creates an essential network between organisations for information sharing and identifying areas for improvement.

Charter for Older People

- Work is underway to ensure that Council services are delivered with regard to principles set by the Older People's Commissioner for Wales. As a framework for the treatment of older people, it includes:
 - Independence
 - Participation
 - Care
 - Self-Fulfilment
 - Dignity
- Work is being undertaken to establish a charter to ensure the voices of older people are heard in all aspects of service delivery.

5. The difference this Well-being Objective is making - case study / studies

- Here are three examples, through which Swansea Council is working closely with colleagues in health, third sector and within the local economy to make sure there is a good range of well-being, preventative, early intervention opportunities.

Case Study 1: Day Services are helping to build supportive communities to help safeguard our most vulnerable people.

St Johns Day Service supports older people living with complex needs, many of whom live with dementia, are isolated, have little or no family support or no social interaction apart from their weekly

visit to the day service. In order to engage with our local community and for members to have a worthwhile role within it, staff have worked co-productively with Christwell United Reformed Church to offer community opportunities, sharing skills and knowledge, forming valuable connections and relationships. This is an innovative project in partnership with a range of organisations including Caerlas Homeless charity, DANSA community transport, probation services and Roots Foundation Wales. St Johns Day Services has been nominated by Swansea Council for a Social Care Wales accolade for this development.

Case Study 2: Safeguarding is everybody's business

The majority of the Council's own employees - from plumbers and carpenters to accountants and call-centre operators have undergone mandatory safeguarding training. Swansea Council has extended the offer of free-of-charge 90-minute training to key groups of workers. For example, all 1,100 taxi drivers operating in the city have been targeted for training. Many of those who have been trained-up now know what to do if they are worried about the safety of a child or a vulnerable adult and say the course was invaluable. Taxi driver Amy Ward said: "It really opened my eyes and I thought it was very important. It's a shame that these things are happening but it shows you what to look out for. Some drivers I have spoken to said they do not have time to attend the course but I've said to them it could be your daughter, son or sister that needs help." Fellow driver Nigel Lucas added: "I think every driver should do it to get the message out there. I'm glad I went."

Case Study 3: Swansea's Co-production community

Swansea's Co-production network, through Swansea's Co-production community supported by Swansea Council for Voluntary Services (SCVS), and through the development of people-focused commissioning strategies and plans, are now incorporating citizen engagement into the design and delivery of new services and the development of the social care market. For example, to address national policy changes, Swansea has worked closely with 8 local providers and with citizens to co-design an outcomes focused framework to protect the rights of our most vulnerable citizens and to inform future commissioning, which is underpinned by a jointly owned, updated service specification. A strategic review of our single accommodation pathway for young people aged 16+ has been completed. One of the outcomes of this is that Swansea is embarking on a procurement exercise with our providers, which will result in improved options for young people leaving care.

6. How this Well-being Objective is contributing to the achievement of the national well-being goals

- *A prosperous Wales* – Seeking to expand opportunities for learning and employment through the Ageing Well Strategy
- *A Resilient Wales* – supporting adults with learning disabilities to benefit from jobs and work experience that makes a difference to them and to local communities, including work to support the management of wildlife and environmental habitats.
- *A Healthier Wales* - Safeguarding people from harm and improving physical, emotional and mental health and well-being. Increasing people's independence throughout their life course and improving their ability to lead full active lives.
- *A more Equal Wales* - utilising the strengths of families and communities in their own care so that they reach their potential and avoid needing to access or remain in statutory services.

- *A Wales of Cohesive Communities* - Council employees, elected Members and people in our communities feel confident about how to identify, discuss and report safeguarding concerns in respect of children and adults.
- *A Wales of vibrant culture and thriving Welsh language* – Working with partners through the Ageing Well Strategy to take advantage of learning and employment opportunities through the medium of Welsh.
- *A globally responsible Wales* – the Council’s safeguarding arrangements are informed by the Council’s commitment to the United Nations Convention on the Rights of the Child (UNCRC).

7. Lessons learned and areas for development

- The Council has made significant progress meeting its well-being objective but lessons have been learnt and there are areas for further development.

Safeguarding training

- Workforce capacity to continue the ongoing delivery of safeguarding training is under stress as the consequences from austerity continue to bite. Workforce development are planning to identify training needs and inform other opportunities or models of delivery that will be important. Reforming social care practice is important to maintaining effective safeguarding arrangements. The project will be monitored to ensure the redesigned service becomes embedded, is effectively integrated and any unforeseen issues are addressed.

Voice

- Work to improve the opportunities for children to make their voice heard is continuing; for example, through the use of ‘My Concern’ within schools to allow pupils to report safeguarding issues, including hate crime and incidents of bullying in schools. Health also have responsibilities in terms of advocacy and could be part of future arrangements in their work with the Council. A Carers Strategy is in the process of being developed; this will reflect the views of young carers.

Violence against Women, Domestic Abuse & Sexual Violence

- Work to implement the Violence against Women, Domestic Abuse & Sexual Violence Strategy with partners will be taken forward. There are possibly joint working opportunities with Neath Port Talbot Council and funding opportunities with the Police and Crime Commissioner can be explored. Work has commenced to look at implementing specific support for male victims and those from the LGBT community. Maintaining partnership buy-in and ownership will be crucial to future success.

Hate crime / bullying

- Over half of Swansea’s schools are now using ‘My Concern’ to record all instances of safeguarding/well-being concerns. The safeguarding software eliminates the need for paper-based files, by monitoring and managing all well-being concerns of the children and young people. The Council is currently looking at how best to utilise the software to provide an overview of the types of instances being recorded. This would provide the Council with a high-level overview and allow us to target support efficiently and effectively. Completion of the Hate Crime e-learning package is now mandatory for all staff and we will continue to raise awareness of reporting hate crime through initiatives delivered during Hate Crime Awareness week.

Equal access to services to promote independence / live on their own

- The Council is committed to promoting peoples' independence to improve quality of life and also to allow people to live at home for longer. There are risks around challenging the existing culture of 'doing for'. This is mainly being addressed through a largely re-ablement and review approach to care, running alongside effective signposting. However, this could be supported further through better communications and promotion of alternative solutions to the community.

Prevention Strategy

- The Prevention Strategy is aimed at reducing demand for statutory services and challenging the 'doing for' culture. Appropriate Key Performance Indicators are being finalised across the Council for the strategy, including establishing baselines, targets and expected reporting timeframes for each strategic objective. There are key opportunities for cross collaboration internally and with partners to deliver the right services at the right time and in the right place. Maintaining partnership buy-in and ownership will be crucial to future success.

Information, advice and assistance

- Key to embedding the Information, Advice and Assistance service and work to create other clear points of entry is the development of the local family support continuum and early help arrangements, which are also aimed at changing the 'doing for' culture. Timely delivery of this project is critical to the delivery of the strategies to safely reduce the numbers of Looked After Children and improve the financial sustainability of Child & Family Services. A systems review will take place to further develop admission to social services in accordance with the Social Services and Wellbeing (Wales) Act and to enable equitable access to information, advice and assistance about statutory services and the preventative sector.

Ageing well / dementia

- The success of the *Ageing Well Strategy* is dependent on challenging the 'doing for' culture. Success will depend on resourcing the roll out of the 'Making Every Contact Count' project to ensure wider coverage and embedding it in what already exists. Maintaining partnership buy-in and ownership will be crucial to future success, including work to ensure Swansea's status as a Dementia Friendly City. We will look to review *Ageing Well* objectives in 2018/19 in line with a Human Rights based approach.

Older People Charter

- Work to ensure the voices of older people are heard will be met through a rights based participation plan. This is an opportunity to build on the good work done in the Council on promoting children's rights as part of the UNCRC. This rights based participation plan will tie in with a Human Rights City approach but will need staffing levels to facilitate this as things grow.

Improving Education and Skills

1. Why this 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.

2. The steps we said we would 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.
- Schools follow the national literacy and numeracy framework, ensuring there is a clear strategy in place for schools. This is reflected in the results across all ages, which exceeded targets set and are above the Wales average.
- 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 through the installation of Solar/PV panels and high efficiency heating systems and utilising local suppliers wherever possible.

- Ensure that children are not disadvantaged by poverty when achieving and attaining standards and wellbeing in education.

3. What success will look like.

- Pupils, including vulnerable pupils, attend school regularly and achieve improved literacy, numeracy, and educational success including in STEM subjects. Demand for education and Welsh medium education continues to be met and more pupils use Welsh in educational settings. Pupils are made aware of their rights, continue to have a say in their education and have opportunities to learn about the value of the environment and working with nature. Outside of school, more people take up apprenticeships in the Council and lifelong learning continues to be promoted.

4. Making progress towards the steps to meet this Well-being Objective – what worked.

Skills for the new economy and City Deal

- Schools in collaboration with ERW (the regional Education consortium for South West Wales) are continuing to develop a Digital strategy and to implement the Digital Competence Framework. Gowerton comprehensive school and St Thomas primary school in Swansea were selected as pioneer schools in Wales to lead on the development of Digital Competence as part of the Welsh Government's strategy to reform the school curriculum. A number of primary and secondary schools in Swansea have participated in the DVLA Code challenge, which enabled pupils to develop their knowledge of computer programming, problem solving, communication skills and teamwork. Training has been provided to a number of schools; in particular, coding and computer science in primary schools.
- The Swansea Skills Partnership / Partneriaeth Sgiliau Abertawe will be launched in the summer term of 2018 and will provide a forum for partners to work together and ensure young people develop the right skills and qualifications for the future.

School attendance

- School attendance in Swansea continues to improve. For primary schools, attendance rose to 95.05% for the 2016-2017 academic year, an increase of 0.17% from the previous year. Although the target (95.2%) was narrowly missed, Swansea was ranked 8th in Wales in 2017 and was the highest ever in Swansea and was the most improved in Wales over the last 5 yrs.
- For secondary schools, attendance rose to 94.3% for the 2016-2017 academic year, a slight increase of 0.01% from the previous year. Although the target (94.5%) was narrowly missed, Swansea was ranked 7th in Wales in 2017 and remains the highest ever for Swansea and the most improved in Wales over the last 5 years. Performance will be challenged in a few schools where scope for improvement has been identified.
- Improvements in school attendance have been supported by the continuation of the Incentivising Attendance Programme. In addition, every school now has an attendance action plan, developed in partnership with Challenge Advisers and the Education Welfare Service. There are well-established referral procedures embedded to address poor attendance.

Pupil achievement

- Swansea has a strong track record of pupil performance, although there are variations in performance at different Phases (ages). Performance at Foundation Phase (age 7) shows a positive trend of improvement during the last five years (although the overall Foundation Phase outcome indicator remains below the national average and Swansea's rank position has fallen over time). Overall, performance at Foundation Phase is adequate. Work is planned to improve performance at Foundation Phase by supporting newly qualified teachers, ensuring that there is regular contact between Foundation phase co-ordinators, improving readiness for schools and by identifying and sharing best practice between schools. Work is taking place to support schools with baselines and moderation for pupils on entry to school. In addition, it is anticipated that Performance at Foundation Phase will also be improved by closely linking to our Poverty Strategy, which aims to improve outcomes for children in their early years.
- Performance at key stage 2 (age 11) shows a positive trend of improvement during the last five years and currently ranks as 13th in Wales representing an improvement from 2015-2016. The rate of improvement is slower than the national rate of improvement during the last three years. However, current performance shows Swansea on a par with the national average.
- Performance at key stage 3 (age 14) shows year upon year improvement during the last five years. Swansea is now above the national average for the core subject indicator with a faster rate of improvement than the national rate of improvement during the last three years. Rank position is above expectation. National test performance is very good. Overall, performance is strong.
- Performance at key stage 4 (age 16) between 2012 and 2016 is excellent with Swansea schools showing continuous improvement in all main indicators. Comparison with the national average across all main indicator has been favourable over time during this period. However, in 2016-2017 new examinations have resulted in re-calibrated performance across Wales. Swansea's performance remains relatively strong despite a drop in performance indicators.
- Schools have been supported with pupil performance by continuing the delivery of operational plans, particularly by those of Curriculum Support Unit, Primary Phase Unit and Secondary Phase Unit. Schools in Swansea have shown improvement for the fourth successive year under the Welsh Government's school categorisation system. The results published show a record number of schools in the city are in the green category and for the second year running and none are red. Under performance in schools is challenged and support is provided for schools to improve performance through school-to-school collaboration and partnership working.

Numeracy and literacy

- Schools are continuing to follow the national literacy and numeracy framework, ensuring that there is a clear strategy for schools. This has been reflected in the results and improvements across all key stages in English and Welsh (apart from key stage 4 in English and numeracy), which have exceeded the targets set and are above the Welsh average. Further support is planned for mathematics / numeracy and English at secondary level.

Transforming the schools estate

- The programme to transform Swansea's schools' estate was established in the Council's 21st Century Schools Strategic Outline Programme. The first stage of the programme (Band A) is nearing

completion and has included developments at Newton, Glynollen, Burlais, Gowerton and Pentre'r Graig primary schools and YGG Lonlas, with works at YG Gwyr and Pentrehafod under construction.

- The next phase of the programme (Band B) will include the development of Gorseinon primary school, a new Pupil Referral Unit (PRU) in Cockett, the expansion of YGG Tan-y-lan, YGG Tirdeunaw and YGG Pontybrenin pupils and Welsh-medium secondary schools. A range of improvements to English medium schools is also planned. The development of a major strategic local development plan (LDP) site is likely to significantly impact the need (and indeed case) for enhanced provision to serve the needs of the Penderry area, although greater clarity is required regarding timescale.
- Schools continue to benefit from the Local Authority's annual capital maintenance programme, which is prioritised on the basis of risk and is consistent with 21st Century Schools Programme schemes that are targeted at schools where there is the greatest need. Work is continuing to validate updated condition and suitability assessments.

Apprenticeships and employability skills

- We are continuing to roll out our Apprenticeship Strategy to help raise vocational aspirational and skills levels in the work place. Around 200 young people have benefited from the Council's apprenticeship programme in Corporate Building Services over the last ten years, learning trades such as carpentry, plastering, bricklaying, plumbing and electrics. The apprenticeship programme has been promoted and targeted in particular at Looked After Children. The Council has recently signed an agreement with Gower College to develop a wider apprenticeship strategy aiming to offer other opportunities in Council departments such as IT, Waste, Highways, Economic Regeneration and Parks.
- We are further planning to develop employability skills within schools as part of the Council's Poverty strategy. We are continuing to provide work experience and employment outcomes for young people who are not engaged in education, employment or training (NEET) and, through the Cynnydd programme, provide additional support to young people who are at risk of becoming NEET. In addition, we are planning to use our own HR processes to share work experience, traineeships and apprenticeships across a range of abilities, including disadvantaged individuals and particularly Looked After Children.

Lifelong learning

- We are continuing to promote lifelong learning. Swansea Life Long Learning provides a range of non-vocational programmes in community based settings, including cookery, arts and crafts, computing and work. It also promotes on-line learning opportunities such as Open Learn (free course run by the Open University) and Future Learn (courses provided by universities). The 'Get Swansea On-line' programme also offers a range of computer and tablet courses designed to get people on-line and are tailored to the needs of people taking part.
- We are continuing to deliver employability programmes and work based learning to help local people develop skills and access job opportunities. We plan to develop our partnership with Jobcentre Plus and key Welfare to Work partners to maximise access to skills, job opportunities, work readiness and experience opportunities for local people within Council departments and through Public Service Board partners.

Eco-Schools

- Schools share good practice on outdoor learning and environment through headteacher meetings and other networks. The Council's Nature Conservation Team and other organisations, such as RSPB also work with schools. The majority of schools in Swansea have an Eco Co-ordinator and many schools have an Eco Committee. Eco-Schools provide opportunities to improve pupils' skills, raises environmental awareness and help improve the school environment among other benefits.

UNICEF Rights Respecting Schools

- We are continuing to roll out our Children and Young People's Right Scheme in Swansea schools in order to teach children and young people about citizenship, rights and understand responsibilities.
- During 2017-18, 100% of Swansea's schools were engaged in the process and 75% had achieved Level 1 or above. Between 2013-17, almost 50,000 children and young people in Swansea took part and more than 2000 teaching staff and more than 1000 non-teaching staff have also been involved in the process over the same time period.
- Although the contract with UNICEF to deliver the Rights Respecting Schools Award has now ceased, we are working on a sustainable model to 'train the trainers' to become assessors so that the assessment process can continue. In addition, we continue to promote Children's Rights within the Council and through our wider partnerships.

Pupil Voice

- We are continuing to involve children and young people in their education through *Pupil Voice*, *Schools Councils* and the *Big Conversation*. The Countywide Pupil Voice forum involves an elected representative from each secondary school. The forum has engaged with the Chief Education Officer and pupils have had a voice in decisions about; mindfulness in schools, what helps pupils, the Welsh language, bullying and the Council's budget / finance.
- In addition to *Pupil Voice*, schools have undertaken project work to help support children and young people understand rights and good citizenship. Each secondary school in Swansea were asked to nominate pupils for the UK Youth Parliament and a Member and Deputy Member were elected in July 2017.
- Children and young people have also been involved in decisions that affect them through the *Children and Young People Super Survey* and the *Big Conversation*. In 2017, almost 4,000 children and young people were asked about their views on school, education, their health and well-being and decision-making. Almost 2,500 children and young people took part in the *Big Conversation* and discussed topics such homelessness, healthy relationships and the Council's budget. Children and young people who were looked after (LAC) also took part in the process through the LAC forums such as the *123 Forum* for 7-10 year olds, the *Shout Out Group* for 11-17 year olds, activities with *Voices from Care* and a new *16+ and Care Leavers Forum*.

Welsh medium Education

- We are continuing to meet the demand for Welsh-medium education and promote the use of Welsh in schools through the implementation of the Welsh in Education Strategic Plan (WESP). Welsh Government approved Swansea's WESP plan. Welsh Government has also approved funding for Band B Welsh-medium schools in principle. Although the WESP targets for increasing the

number of pupils are for 2020, longer-term plans up to 2024 are under development as part of a coherent long-term wider County strategy.

Vulnerable pupils and achievement

- Work is continuing to ensure that the educational attainment and well-being of children living in poverty are not affected. Although the performance of free school meal children (FSM) has remained stable at foundation phase, key stage 2 and key Stage 3, the gap in performance of FSM pupils, compared to the wider cohort is widening. Work is currently underway to improve the performance of all FSM children at all key stages, particularly key stage 4. The Education LAC team to ensure that appropriate provision is put in place and that they are not disadvantaged through their individual circumstances supports children and young people who are LAC.

5. The difference this Well-being Objective is making – case study.

Case Study 1 – Preventing young people from becoming NEET

- Swansea was the first city in the UK to become part of the UNESCO Global Network of Learning Cities. Swansea hosted a learning event in July 2017 for members of the network to exchange good practice. The conference focused on Swansea’s approach to working with young people who were NEET (not engaged in education, employment or training) and entrepreneurial learning, which included children and young people in primary and secondary schools in Swansea.
- Swansea’s approach to working with young people who are NEET has focused on: identifying those most at risk; providing better brokerage and co-ordination of support; ensuring that there is stronger tracking and transition of young people through the system; tailoring provision to meet young people’s needs, and; strengthening employability skills and employment opportunities.
- The aim is to offer young people who are most at risk a single point of contact in a joined up and co-ordinated way and post-16 to ensure that every young person has a suitable learning place. The Council has invested in new NEET provision at Info-Nation located on the Kingsway, which is co-located with a wider range of Post 16 providers.
- Existing provision has been strengthened by securing European funding for a range of projects designed for young people who are NEET such as Cynnydd (for 11-24yrs), Cam Nesa (for 16-24 years) and Communities to Work (for 16- 24 years). Each programme is targeted to work with young people who are at greatest risk of being NEET by offering tailored support to remove barriers to education, employment or training, including strengthening young people’s readiness to engage.

Case Study 2 - *United Nations Convention on the Rights of the Child (UNCRC)*

- Swansea 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. Nearly all 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. More than 48,000 children and young people, 2,050 teaching staff and 1,320 non-teaching staff have played their part.

- YGG Llwynderw became 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.

6. How this Well-being Objective is contributing to the achievement of all of the national well-being goals.

- *A prosperous Wales* – Responding to the City Deal by ensuring young people have success in STEM subjects and digital skills, such as computer coding.
- *A Resilient Wales* – Supporting schools to become Eco Schools increasing understanding, respect and appreciation of our environment.
- *A Healthier Wales* – Continuing to involve children in their education through Pupil Voice, Schools Councils and Big Conversation events. Topics have included mindfulness in schools, bullying, homelessness and healthy relationships.
- *A more Equal Wales* – Ensuring that children are not disadvantaged by poverty or other limiting factors when achieving and attaining standards and well-being in education.
- *A Wales of Cohesive Communities* – Transforming the schools estate to meet demand and to respond to the developments set out within the local development plan (LDP)
- *A Wales of vibrant culture and thriving Welsh language* – Meeting demand for Welsh-medium education and promoting the use of Welsh in schools through the Welsh in Education Strategic Plan.
- *A globally responsible Wales* – Teaching young citizens to respect rights, understand responsibilities and be globally aware by continuing to support schools to become UNICEF Rights Respecting Schools as part of the Council’s commitment to the UNCRC.

7. Lessons learnt and areas for development

Skills for the new economy and City Deal

- The Education and Skills Policy Development and Delivery Committee (PDDC) undertook a review into Swansea’s education and training system to assess whether young people were developing the right skills and qualifications for the new future economy and the Swansea Bay City Deal. The review concluded that co-ordination between schools, colleges and other training providers needs to improve in order to encourage the take-up for STEM (Science, Technology, Engineering and Maths) subjects, improve Digital competence and to develop clear pathways for learning and training.

Pupil attendance

- Pupil attendance will be challenged in a few schools where scope for improvement has been identified.

Foundation phase

- Work is planned to improve performance at Foundation Phase by: supporting newly qualified teachers, supporting schools with assessment, ensuring that there is regular contact between Foundation phase co-ordinators, improving readiness for schools and by identifying and sharing best practice between schools. In addition, it is anticipated that Performance at Foundation Phase will also be improved by closely linking to our Poverty strategy, which aims to improve outcomes for children in their early years.

Numeracy and literacy

- Further support is planned for mathematics/numeracy and English at secondary level.

Local Development Plan (LDP)

- The impact of the LDP could mean enhanced provision to serve the needs of the Penderry area, although greater clarity is required regarding timescale.

Apprenticeships

- The Council has recently signed an agreement with Gower College to develop a wider apprenticeship strategy aiming to offer other opportunities in Council departments such as IT, Waste, Highways, Economic Regeneration and Parks. In addition, we are planning to use our own HR processes to share work experience, traineeships and apprenticeships across a range of abilities, including disadvantaged individuals and particularly LAC.

UNICEF Rights Respecting Schools

- The UNICEF Rights Respecting Schools Award has now ceased. We are working on a sustainable model to train the trainers to become assessors so that the assessment process can continue.

Welsh-medium Education

- Although the WESP targets for increasing the number of pupils are for 2020, longer-term plans up to 2024 are under development as part of a coherent long-term wider County strategy.

Poverty and pupil achievement

- The gap in performance of pupils receiving free school meal pupils compared to the broader cohort is widening. Work is currently underway to improve the performance of all free school meal children at all key stages, particularly key stage 4.

Transforming our **Economy & Infrastructure**

1. Why this 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 20th 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.

2. The steps we said that we would 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 compliment 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.

3. What success will look like.

- Swansea has an economy that utilises natural, sporting and cultural assets. Through the City Deal, the investment in digital infrastructure and the regeneration of Swansea and the City Centre, the economy provides more of the right jobs, growth, skills, training and productivity whilst housing need is met and social, cultural and environmental well-being is supported.

4. Making progress towards the steps to meet this Well-being Objective – what worked.

City Deal & City centre

- The Ambassador Theatre Group (ATG) has been appointed to run the landmark 3,500-capacity Digital Arena on behalf of Swansea Council after a highly competitive application process. The indoor arena, positioned above a new multi-storey car park, will be set within a landscaped space on land south of Oystermouth Road forming part of the Swansea Central Phase 1 development site that also includes the former St David's shopping centre. Work on the enabling works commenced in August 2018. The significant milestone in 17/18 was that outline planning consent was secured for Swansea Central Phase 1.
- An advanced draft of the Swansea City and Waterfront Digital District business plan has been sent to the Welsh Government and UK Government for their consideration, with formal submission of a final business case soon set to follow in 2018/19. The Swansea project is made up of a digital village on Kingsway in Swansea city centre (which will provide flexible and affordable office space for new and growing technology businesses), the Digital Square & Arena, as well as a 'box village' and 'innovation precinct' on the University of Wales Trinity Saint David's SA1 waterfront development that would create incubation spaces and co-working areas for start-ups and small businesses.

- Work started on developing Swansea's Kingsway in the city centre, which is set to be transformed into a city park incorporating new public areas, landscaped park land, cycle tracks and two-way single lane vehicle route along with the creation of wider pedestrian walkways. When completed, the £12 million Kingsway Infrastructure Project regeneration scheme will pave the way for the creation of the new 'digital village' in the city, which is being delivered as part of the £1.3bn Swansea Bay City Deal.
- There has been regular communication with Tourism and Creative Businesses to keep them informed of progress and opportunities associated with the City Deal

Local Development Plan

- Council approved the submission of the Deposit Swansea local development plan (LDP) and supporting evidence to the Welsh Government and Planning Inspectorate for independent public examination. The LDP represents the Council's blueprint for the future development, use and conservation of land throughout Swansea until 2025. The LDP will support the regeneration of Swansea and will promote sustainable communities.
- .

Rural Economy

- The Council progressed the Rural Development Plan (RDP) project to help the economic regeneration of rural communities. The RDP has funded feasibility studies for Coeden Fach Community carbon offset scheme and the Killan Community Solar project to provide clean energy to homes. The RDP is also supporting Cae Tan Community Agriculture, which offers volunteering and learning opportunities to a range of groups and individuals, such as local schools to raise awareness of sustainable farming and to reconnect children and young people to the land and their food. In addition, money has been sourced to fund the Gower Explorer Sunday Bus to provide a sustainable travel option to access Gower on a Sunday.

Beyond Bricks & Mortar

- The Council has continued to deliver community benefits through the Beyond Bricks & Mortar (BB&M) project. BB&M collaborates with a wide range of employability projects including Workways+ and Communities4work to find candidates jobs and training. BB&M is part of the Swansea Employability Network and regularly engages with internal departments who are procuring contracts. Collaboration with other Councils has led to a West Wales approach on regional frameworks for community benefits in contracts. Nineteen Council projects contained community benefit clauses in 2017/18 and over 2300 training and employment person weeks were created via BB&M for unemployed and economically inactive people.
- The Council introduced a Corporate Apprentice and Trainee Strategy that will see more apprenticeship and trainee placements than ever before across many Council departments, including corporate building and property services adult social care, IT, waste management, highways, economic regeneration and parks. Some apprenticeship and work experience placements will be specifically targeted at young people, the long-term unemployed and disadvantaged groups. Opportunities would also link into the council's corporate parenting role for young people leaving its care system. Bricklaying, plumbing, plastering, carpentry, electrical installations and multi-trade are among the skills the class of 2017 will start to master in coming months and years. There were 35 apprenticeship or trainee starts in the Council in 2017/18.

- We developed a creative Apprenticeship programme for digital marketing and technical work with Gower College to support the Grand Theatres new digital ambitions. We are also part of a regional collaboration with Creative & Cultural Skills offering work placements in Heritage Skills (funded by HLF) for young people who are not in employment, education or training (NEETs), hosted at our Galleries and Museums. The first cohort begin their placement in September 2018.

Leisure, cultural and heritage facilities / infrastructure

- During 2017/18, the Council undertook a number of initiatives that sought to expand and diversify leisure and cultural facilities to help promote tourism and boost the local economy and improve well-being. The Council's Stage 1 Heritage Lottery funding bid with partners, including Penderyn Whiskey and Swansea University, was approved for the redevelopment of a Penderyn Whiskey Distillery and Visitor Centre at Hafod Copperworks. This will educate people about the rich history of the Hafod Copperworks site, attract visitors, boost jobs and enhance the on-going regeneration of the River Tawe corridor as part of the River Tawe Corridor regeneration strategy. The strategy will also create the context for regeneration projects, including the site assembly and infrastructure for the Skyline cable car project suggested for Kilvey Hill as part of the heritage-led regeneration of a deprived area.

City of Culture

- The Council was not successful in its bid to become UK City of Culture. However, the Council has since developed a Cultural Strategy to build on the legacy of the UK City of Culture bid. The Council has consulted and agreed a plan with Welsh Government to create a platform for culture that can build on the foundations that were laid during the City of Culture bid.
- The legacy from the City of Culture bid has helped us to create a Cultural Framework that has established new ways of working with our partners. These are based on helping them become more resilient, better governed and better networked for partnership and collaborative work. A good example is a working partnership between Swansea Museum, the Waterfront and Theatre NaNog to increase visits to our Museum and Gallery.
- The Cultural Venues in the City have undertaken to improve their audience visitor experience to help broaden their audiences by adopting national standards for Family Friendliness, Ageing, Autistic, and refugee engagement. The Dylan Thomas Centre won the national award for the best family friendly venue in 2017.
- Lessons on the impact of Culture on citizens and diverse communities undergoing regeneration are one of the areas the Council is looking at with our partners in the Pilot Cities network. Our Creative Writing programme for refugees has been highlighted by European partners in the United Cities and Local Government network as a model of good practice.

Promoting public leisure and cultural events

- The Council has sought to build on the legacy of the City of Culture bid in order to boost tourism, provide economic benefits and promote well-being. The Council continued to promote the City's status as a host for world class, high profile cultural events. Swansea attracted the BBC's Biggest Weekend with acts such as Taylor Swift and Ed Sheeran. The Council also supported and promoted an anchor programme of events across the City, including the annual Wales National Airshow, music programming, seasonal cultural and sporting events and festivals alongside a greater breadth of community festivals and events aimed at improving well-being.

- The Council worked with Cruise Wales and Associated British Ports to attract and arrange the Saga Pearl ship visit. Gower and Dylan Thomas-related tours were made available to passengers, with shuttle buses to the city centre also being arranged. The 19,000 ton Saga Pearl, which was refitted in Swansea docks in recent years, features seven passenger decks and arrived in Swansea in July 2017.
- The Council continued to integrate cultural tourism as a strand of destination marketing under the VisitSwanseaBay brand with an integrated campaign linked to Visit Wales Thematic Years. The Council launched a new video to help Celebrate Swansea's coastal culture and attract as many visitors as possible to Swansea Bay, Mumbles and Gower this year. The Swansea Council video, which now features on Visit Swansea Bay's YouTube channel, ties in with Visit Wales's 'Year of the Sea' theme for 2018. Included is footage of Mumbles Pier, the Mumbles Royal National Lifeboat Institution at work, Three Cliffs Bay and Worm's Head, along with cultural hotspots in Swansea, such as the Dylan Thomas Exhibition, Swansea Museum, the National Waterfront Museum and the Glynn Vivian Art Gallery.
- The Council delivered at least two additional City Centre annual events in order to encourage footfall and trade into the City Centre, including the Christmas Market, Halloween and Purple Flag activities. The Council and its partners also provided opportunities for street trading, on street promotions, the City Centre 'Busk Til Dawn' initiative to encourage on-street entertainment and other events. These were promoted through the City Centre website and through social media.

International Sports Village / centre sporting excellence

- We continue to work with our partners, namely the Wales National Pool and the University, in exploring the opportunity for an International Sports Village. It is still early days for this opportunity, which is also being considered as part of a new, updated Tourism Swansea Bay strategy to pinpoint development and growth opportunities across the Bay. In the first instance, discussions and options appraisals are underway with the Wales National Pool Board and University partners as part of a wider plan for the future operation of the existing sites at and around the Sports Village.

Liberty Stadium

- The Council negotiated a new lease intended to hand over operational control of the Liberty Stadium to Swansea City AFC. The Council will be involved in future action to support the Swans and Ospreys to expand current provision. It will see the club pay annual rent to the Council as well as providing a share of any money from the stadium naming rights. The Swans will also commit to building 3G sports pitches in communities in Swansea. The council-owned stadium, which was built in 2005, had been run by a tripartite agreement between the Council, the Swans and the Ospreys - all of whom have representation through the mutually controlled Swansea Stadium Management Company (SSMC).
- As part of the new agreement, the football club now has sole future control of SSMC and the stadium. The agreement would also: allow the Council to begin receiving direct revenue from the stadium for the first time ever through guaranteed rental payments; give the Swans the ability to control its own destiny and stay competitive with other clubs by tapping into new revenue streams at the stadium, and; allow the Ospreys to continue playing at the stadium on a long-term lease.

The Green Economy

- The Council continued to invest in the 'Green Economy' during 2017/18 in order to provide economic and environmental benefits. This included energy and money saving schemes in Council programmes, such as: the Glynn Vivian Art Gallery redevelopment constructed to BREEAM rating – very good (Building Research Establishment Environmental Assessment Method); solar panels installed at the Grand Theatre; continued with the LED Street Lighting initiative; monitored Clean Air Areas and the Nowcaster System installed on major road networks, and; built new Council homes to energy efficient Passivhaus standard. Using PV & Solar initiatives and 'Homes as Power Stations' are being considered on future schemes.

Sustainable and low carbon transport

- The Council worked to provide sustainable and low carbon transport during 2017/18 to help improve environmental well-being whilst improving connectivity and providing economic benefits. The Council continued to develop the Active Travel and Local Transport Plan delivery requirements and worked with partners such as Sustrans in order to make it easier for people to walk and cycle in Swansea. Some 10% of the LTF awarded has been spent on Active Travel Improvements. We have worked with bus companies to improve the reliability and attractiveness of public transport. The Council rolled out the Wheels to Work Scheme; this is a not-for-profit scooter loan scheme for those who have no other means of getting to, or keeping, a job/training due to having no transport of their own or there being a lack of available public transport.
- The Council has explored the concept of introducing more electric car charging points in collaboration with local authority, university and health board partners in Swansea, Carmarthenshire, Neath Port Talbot and Pembrokeshire. A Clean Air Roadshow was also organised by Swansea Council, which took place in Castle Square to showcase electric and hydrogen vehicle technology. About 6,000 people visited the event, with many booking test drives. BMW, Renault, Tesla, Mitsubishi, KIA, Toyota, Audi, My Big Green Fleet and Riversimple were among the exhibitors. Swansea Council and Swansea University electric cars were also on display, as well as a Sinclair C5 from the 1980s and live shows from Titan the friendly robot.
- The Council has procured a fleet of electric powered vehicles. This means the Council will have more vehicles that are electric on the road than any other local authority in Wales. Departments including waste management, highways, facilities and corporate building and property services, who are very regularly on the road in the course of their work, will use the electric vehicles.
- The Council opened a new major transport link that will cut congestion, improve air quality and further open up development sites along the River Tawe. The £5 million pound Morfa Distributor Road, which has been developed by Swansea Council with funding from the Welsh Government, stretches for 1.7km from the Liberty Stadium, southwards along the western side of the Tawe, into the city centre. It will help relieve congestion and improve air quality on nearby Neath Road, which travels through the Hafod area of Swansea.

Biodiversity and green spaces

- The Council has continued to promote biodiversity and protect Swansea's green spaces, including parks, for recreation and to support well-being. The LDP policies seek to increase provision of and accessibility to open space over the period to 2025. The Council continued the delivery of the ParkLives Scheme offering free activity sessions in local parks and open spaces and the delivery of Let's Walk Cymru a Wales-wide walking scheme. Green Infrastructure is seen as the catalyst for

improving well-being of future generations and has considerable ecological benefits, including for wildlife connectivity, stopping habitat loss, as carbon sinks, which all contributes to the sustainability of the wider economy as well as improving well-being. The Council has held a number of workshops on green infrastructure and a strategy is being prepared in conjunction with Natural Resources Wales. It has also embarked on a collaborative project with NRW, Neath Port Talbot and Bridgend Councils and Public Health Wales to map existing green infrastructure resources and identify priority areas for improvement.

- With funding from the Welsh Government Single Revenue Grant, local communities have been supported to manage and improve their local green spaces and wildlife sites. For example, tree planting at Pentylla Playing Fields in Townhill, access improvements at Swansea Vale Nature Reserve, gorse clearance at Pwll Ddu Local Nature Reserve, step and path building at Rosehill Quarry and Mayhill pond and litter picking at Garth Farm nature reserve.

Swansea's coastline / Blue Flag

- Swansea worked with colleagues and Visit Wales to improve well-being, encourage tourism and promote our coastline as part of the 2018 Year of the Sea. The Council also supported tourism through beach cleaning to help ensure good water quality and to retain beach Blue Flag status. The Council discouraged fly tipping and littering at the beach and in coastal areas through effective and targeted communication and enforcement campaigns, including a Beaches Leaflet to inform beach goers on the rules and good practice guidelines about beach safety and cleanliness.

Strategic Housing and Mixed housing development sites

- The Council continued to progress strategic housing and mixed development sites in order to help meet housing need and provide local employment benefits. The Council built ten two-bedroom homes and eight one-bedroom apartments at Colliers Way and Cwrt Trevor in Penderry, which are now occupied. As part of a pilot scheme, the new homes will help guide the way other Council houses in Swansea are built in the future. Each of the new homes was designed to innovative, energy-efficient Passivhaus standards, meaning they need very little energy for heating and cooling helping to keep fuel bills low and help the environment. Construction boosted the local economy by supporting and creating jobs, providing opportunities for apprentices and using local suppliers.
- The Council sold the Four Seasons site on Trallwn Road in Llansamlet for £400,000 to a local construction company called Morganstone, who will build 41 affordable properties there for the housing association Pobl Group. The site has been empty and overgrown since the Four Seasons Club was destroyed by a fire in 2011. Planning consent is in place for affordable social housing on the site, to be made up of 12 three-bedroom houses, 11 two-bedroom houses, six two-bedroom apartments, eight one-bedroom apartments and four two-bedroom bungalows.

Waste / recycling

- The implementation of the actions identified in a commissioning review of waste and recycling services together with various on-going initiatives has ensured that the overall recycling rate maintained the authority's position as the leading urban authority in Wales. Initiatives introduced included the removal of residual waste skips at three of the Household Waste Recycling Centres and the introduction of a 'challenge' to residents presenting residual waste at the other two sites.

5. The difference this Well-being Objective is making – case study/studies.

Case Study – Culture 21

Sustainable development underpins Swansea's strategic approach to culture. As a result, Swansea was the first UK City to sign up to Culture 21 (Agenda 21 for Culture <http://www.agenda21culture.net/>). This programme entails sharing learning and working with peer cities and colleagues in United Cities and Local Government to embed nine commitments in our policies and delivery programmes.

This approach has augmented our ability to maximise the contribution of culture to each of the national well-being goals. Actions to achieve these commitments form the basis of both our work programme and the city's cultural strategy.

Cultural governance and increasing diversity of participation are a key work focus. The creation and delivery of this strategy is iterative and is overseen by a diverse group of leaders from a wide variety of institutions from ABMU Health Board, Coastal housing association to Swansea's Business Improvement District (BID) and is advised / informed by artists, practitioners, and wider community representatives from diverse backgrounds in line with the involvement and collaboration principles.

Swansea's cultural strategy is informed by a 'Framework' of priorities, which include:

Creative economy: exploring the distinctive strengths, opportunities and barriers for growing a strong and sustainable creative industries sector and for facilitating spillover effects to the wider economy;

Culture, community and wellbeing - delivering the Future Generations Act: examining the role of culture in supporting cohesive, prosperous, resilient and healthy communities;

Cultural education, skills and research: establishing a coordinated knowledge landscape for Cultural and Creative Industries in the city, which effectively harnesses innovation and delivers success in talent retention and attraction;

Cultural planning: embedding culture and creativity in development, focusing on the key regeneration schemes in Swansea City Centre and a wider Swansea Bay proposition;

Cultural tourism: identifying ways to coordinate the cultural offer to diversify and grow tourism and maximise the potential of Swansea Bay as an urban and rural destination.

These 'pillars' enable a long term approach to planning and take a preventative approach investing now to offset future trends (such as potential loss of talent) as a way to improve future outcomes.

Central to this approach is the understanding that as 'Wales City of Culture' outcomes must maximise contribution to each of the National Well-being Goals if we are to take advantage of every opportunity to create a Swansea of vibrant culture and thriving Welsh language.

6. How this Well-being Objective is contributing to the achievement of the national well-being goals.

- *A prosperous Wales* – Implementing the City Deal with partners to invest in digital infrastructure and support investment, innovation, growth, jobs, skills and productivity. Building sustainable development principles into the re-development of the city centre by incorporating requirements for resource efficiency (waste and energy), renewables, enhancing biodiversity / green infrastructure, and the sustainable use of natural resources that support a productive and low carbon economy and adapt / mitigate for climate change.
- *A Resilient Wales* – Promoting the 'Green Economy' including renewable energy to provide energy security, climate change mitigation and economic benefits.

- *A Healthier Wales* – Promoting biodiversity and protecting Swansea’s green spaces, including parks for recreation and play and to promote health and well-being. Managing Swansea’s coastline and promoting improved water quality and Blue Flag status to encourage tourism, protect the environment and support well-being.
- *A more Equal Wales* – Creating employment and training opportunities for the long-term unemployed and economically inactive through community benefit clauses in Council contracts.
- *A Wales of Cohesive Communities* – Giving priority to providing affordable housing in rural areas.
- *A Wales of vibrant culture and thriving Welsh language* – Improving, expanding and diversifying leisure, cultural and heritage facilities and infrastructure to help boost the economy, promote tourism and improve well-being.
- *A globally responsible Wales* – Supporting recycling and ensuring that the Council continues to be the leading urban authority in Wales for reusing waste. Building sustainable development principles into the re-development of the city centre particularly around resource efficiency and the sustainable use of natural resources contributes to a low carbon economy and adapt / mitigate for climate change.

7. Lessons learnt and areas for development

The Council has made significant progress meeting its well-being objective but lessons have been learnt and there are areas for further development.

City Deal

- There are opportunities to promote, manage and release Council property assets to further support the implementation of the City Deal. Establishing collaborative opportunities can also be reviewed whilst the loss of income from existing property assets will need to be considered and mitigated.
- Consideration will need to be given to creating sufficient numbers of qualified local workers to meet City Deal project needs and the recruitment of experienced specialists necessary to deliver projects; for example, developing Digital Creative Leaders for Wales. In addition, the Council will need a clear Smart City strategy and will need to continue to investigate ways of creating future income streams to inform and fund future development projects.
- The ever changing retail scene and its effects on the property market locally and nationally has meant that the Council must revise plans for delivering part of Swansea Central Phase 2 and redesign.

LDP

- All existing Supplementary Planning Guidance will need to be reviewed following adoption of the LDP.

Beyond Bricks & Mortar

- The Council will need to continue to monitor Contractor engagement with BB&M. Training workers that are more employable could be done through access to pre-employment training courses across employability schemes. Currently they each have funding for their own participants but courses for all would be more beneficial. Departmental participation in the policy to place community benefit clauses in contracts is vital to creating training and work opportunities.

City of Culture

- The work on the City of Culture bid has created opportunities for delivering outcome-based programmes to create skills and capacity within the cultural sector and secure greater private investment for creative / cultural activity in the city. There are also opportunities to introduce Creative Apprenticeships into the Council's wider apprenticeship scheme.

Cultural events

- In order to address the current retail gap in the City Centre, more events would encourage more people to visit the City Centre and act as an economic driver for local businesses and potential investors. Equally, the provision of events would help improve the diversity of the evening and night-time entertainment offer and, in particular, the difficult early evening period when the shops close. This would also improve perception of the sector and encourage repeat visits, although the availability of resources and costs will limit what further can be done and may even put some events at risk.

Liberty Stadium (Hafod Copperworks / Skyline / Tawe Corridor)

- Having sufficient funding in place for projects, such as those being developed along the Tawe River Corridor, is always essential for them to deliver their full potential. The planned support for 3G pitches and the possibility of additional income from naming rights will need to be revisited following the relegation of the Swans from the football premier league.

Green Economy

- Central Government support for the Tidal Lagoon project is not transpiring and so the Council is looking at other options to take it forward. The Council has worked with Swansea University on the commissioning of a report, which outlines the case for taking the lagoon forward. The Leader of the Council has now convened a task force that will seek to drive the project forward.

Low carbon transport

- An increased number of charging points and suitable infrastructure is required across the City in order to accommodate more vehicles that are electric. There are deficiencies in the cycling network and the development of a cycling map would be beneficial. As part of the development of the Active Travel and Local Transport Plan delivery requirements, there must be proper co-ordination of bids for grant funding to avoid competing bids
- The Council has recently been successful in obtaining £2.068 million grant funding for 2018-19 from the Welsh Government's active Travel Fund. This funding will be used to develop and construct strategic and local cycle / pedestrian links, which will encourage sustainable travel for utility and leisure journeys. The Council has worked with Swansea University in setting up and promoting a cycle hire scheme for the Swansea Bay area, which started in Summer 2018; there are 5 docking stations (3 on Council land) and 50 bikes.

Biodiversity / greenspaces

- Further work on building greater awareness of the importance of greenspace needs to take place. In addition, there is a need to provide ecological advice more generally to ensure it is fully taken

into account across the Authority in all plans, strategies and projects. This could be supported by wider biodiversity and Environment (Wales) Act training and education within the Council.

- There is a need to make more services and information available on line, e.g. on invasive non-native species, Ash Dieback, Rights of Way Network, etc. More trees are likely to be felled over the next few years due to Ash Dieback, so the planting of new trees becomes increasingly important, as will the need to prepare and adopt a Council Tree Policy and Corporate Biodiversity Plan. A Green Infrastructure Strategy for the County is in the process of being developed and the Council will need to consider and respond to the recommendations of a Scrutiny Inquiry into the Natural Environment.

Strategic housing and mixed-use development sites

- The scale of development being proposed provides greater scope for negotiating s106 contributions and levels of affordable housing provision. There is the risk that site promoters / landowners do not bring sites forward for development and there may be a potential impact on delivery due to any reduction in future funding. The Council will therefore need to continue to research innovative ways of providing affordable housing.

Affordable rural housing

- There is a need to undertake more detailed local housing needs assessments for rural areas and it will be important to ensure the affordability benefits are retained in perpetuity for successive occupiers.

Waste / recycling

- There is a risk that possible policy changes on the collection/recycling of wood could impact on the overall recycling rate. There are reputational and financial risks for failing to meet statutory recycling targets. Flats are historically more difficult to achieve good recycling rates due to poor/restricted facilities. The need for an assisted lift at a property, once provided, should be regularly reassessed to cater for changing needs / circumstances and to manage increasing demand.

Tackling Poverty

1. Why this 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.

2. The steps we said that we would 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 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.

3. What success will look like.

- Swansea has a corporate and comprehensive strategy to tackle poverty. Success will be judged by the success of work to help tackle, mitigate and help overcome the causes and effects of poverty. Success will mean:
 - starting at an early age to help children meet their developmental milestones and giving young people opportunities for employment, work or training;
 - mitigating the impacts of income poverty;
 - preventing the causes of social exclusion, such as homelessness;
 - helping to mitigate the effects of the so-called 'poverty premium' on housing, fuel and transport costs, and;
 - helping to remove barriers to employment such as unaffordable childcare.

4. Making progress towards the steps to meet this Well-being Objective – what worked.

Tackling Poverty Strategy

- The Council adopted its new Poverty Strategy 2018-20 'Working Towards Prosperity for All in Swansea' in January 2018. The strategy incorporates recommendations made by the Council's Scrutiny Inquiry Panel in their report 'Action, partnership, participation – How can the Council's Tackling Poverty Strategy be improved'. The strategy sets out a corporate approach working towards prosperity for all in Swansea, tackling income poverty, ensuring accessible good quality services and improving the opportunities and resources for participation.
- A cross-departmental Delivery Plan sets out commitments across the Council ensuring that **tackling poverty is everyone's business**. This approach is further supported through Swansea Council's Poverty Forum and the Swansea Poverty Partnership, promoting the message and developing projects and services that support this principle.
- Features of the Strategy include more support for young parents, delivering the Welsh Government's extended childcare pilot project, working with the third sector and other partners to open up more volunteering placements, and maximising training and employment opportunities through the Council-wide apprentice and trainee strategy for young people, targeting those in greatest need. Appropriate Key Performance Indicators are finalised across the Council including establishing baselines, targets and expected reporting timeframes for each Strategic objective.

Early Years Strategy

- The Council continues to work with its Health partners to provide the Best Start in life for children in our most deprived *Flying Start* areas. *Flying Start* offers free, high quality part-time childcare for children aged two in targeted areas in the more deprived areas of Swansea. The aim is to help them develop so they are ready to start nursery school and to help their families support their children. In 2017/18, 2,955 children benefitted from the *Flying Start* programme and the childcare attendance average remained on target at 80%. The Council successfully applied to the Welsh Government for capital grants for *Flying Start* centres in the City. More than £100,000 will be spent

improving pre-school facilities for young children in some of the most deprived areas of Swansea. It will be used to improve and upgrade children's areas, add additional facilities and improve security and safety at seven sites.

- The integrated *Jig-so Project* has been established and developed to support vulnerable young families from conception and during the child's infant years. This is a multi-disciplinary team of Midwives, National Nursery Examination Board (NNEB) and Parenting and Early Language Development practitioners working closely with wider partners such as core Midwifery and Health Visiting to provide a pathway of support. The Council is working with Health colleagues to develop further the *Primary Care Early Years Project* expanding to further GP Clusters as funding becomes available. The *First 1000 Days* collaborative event was held with partners to develop plans to further enhance the *Early Years Pathway* and the *Best Start Strategy* and contribute to the Early Years priority within the Public Service Boards Well-Being Plan.

Youth Progression & Engagement Framework

- Robust multi-agency monitoring and tracking continues to take place under the authorities *Youth Progression & Engagement Plan*, overseen by the NEET (Not in Employment, Education or Training) Board. In addition, we have participated in collaborative projects such as the *Cynnydd* programme providing a full range of engagement, learning and training activities for 11 – 16 year olds in order to reduce the number who are at risk of becoming NEET and to increase their attainment levels. We have also participated in the *Cam Nesa* collaboration aimed at reducing the number of NEET young people among 16-24 year olds.
- Swansea Museum has undertaken exhibition and project work that has included work with NEET young people and young carers. The Glynn Vivian Art Gallery has also delivered a number of learning and engagement programmes aimed at vulnerable people, including *Young Art Force*, an Arts award accredited class for NEET and home-schooled children. In 2017/18, 2.15% of young people in Swansea were known to be not in Education, Employment and Training (NEET) at 16 on leaving formal education.
- The Dylan Thomas Centre runs three Young Writers Squads, one for primary aged children and two for those of secondary age. The groups meet twice a term for a free workshop with a professional writer. Their literacy skills improve, they develop stronger creative and critical faculties, aspirations are raised as they become increasingly confident in expressing themselves. The groups include young people from across Swansea, including home-schooled children.

Welfare Rights and steps taken to address Welfare Reform

- The Council's Welfare Rights Team provided a comprehensive welfare rights training programme to upskill and support staff from Swansea Council and partner organisations. They undertook a number of seminars and more in-depth training on welfare reform. The team provided a welfare rights advice line to support workers with their clients benefit enquiries and in the financial year 2017-18 provided advice on 584 enquiries. Enquiries ranged from benefit checks to complex specialist advice. The team also represented at 89 tribunals hearings (this figure does not include postponements or lapsed appeals). The Council's Welfare Rights Team raised £1,170,226 of welfare benefits through securing rights and entitlements in 2017/18. Furthermore, the Tenancy Support Unit (TSU) secured £898,654 for service users supported by the service in 2017/18.
- The Council has developed a relationship with Shelter Cymru funded by the Money Advice Service to provide personal budgeting support for people. The services provide a dedicated take-up advice

line and email address to offer welfare advice to customers, which includes advice on how to claim Housing Benefit, Council Tax Reduction, Discretionary Housing Payment and help and advice on welfare reform changes and other welfare benefits. Council staff continue to support Housing Benefits customers affected by the benefit cap.

- Libraries are working with Celtic Credit Union to enable library venues to be used as additional savings and deposit centres. This will enable basic banking facilities managed and run by Celtic Credit Union volunteers to be available in a wide range of communities.

Energy efficient Council homes

- The Council undertook a programme of improvement works at 250 Council homes across Swansea to help tenants save money on their heating bills. The project - which includes roof renewals and associated works, the introduction of insulated rendering systems and the removal of cavity wall insulations - is ongoing at homes in areas including Cwmbwrla, Craig Cefn Parc, Loughor, Winchwen, Pontarddulais, Penlan and Sketty Park. This work helped towards reaching the Welsh Housing Quality Standard whilst tackling fuel poverty across Swansea through reducing tenants' heating bills. Once these works are complete, the homes will look more aesthetically pleasing, which boosts the appearance of communities as a whole.
- In addition, the Council built ten two-bedroom homes and eight one-bedroom apartments at Colliers Way and Cwrt Trevor in Penderry (now occupied). As part of a pilot scheme, the new homes will help guide the way we build Swansea Council housing in the future. Each of the new homes was built to innovative, energy-efficient Passivhaus standards, meaning they need very little energy for heating and cooling.
- Construction boosted the local economy by supporting and creating jobs, providing opportunities for apprentices and using local suppliers. During the construction phase there were more than 450 apprenticeship training days where apprentices got to work side-by-side with skilled and experienced tradespeople. Another two work experience candidates who had previously been long-term unemployed secured jobs with the council's Corporate Building and Property Building Services under the authority's Beyond Bricks and Mortar community benefits programme, with the team using local sub-contractors and suppliers. This work not only helps tackle a lack of affordable housing in Swansea but also makes inroads into providing employment and training opportunities. The construction of Colliers Way has been completed by local tradespeople on behalf of the Council's Corporate Building and Property Services team, creating jobs, boosting skills and benefiting local suppliers as well. The next development to be built will be at Parc Y Helig in Birchgrove, where again the Council will be building high quality, energy efficient homes.

Preventing homelessness and maintaining tenancies

- The Council has a number of services including the District Housing Offices, Tenancy Support Unit (TSU), Rent Officers, Financial Inclusion Officer and the Neighbourhood Support Unit that help tenants sustain their tenancies and prevent debt and homelessness. This helps people maintain stability and security for their families, safeguard their health and well-being and prevent social exclusion. As part of this work, the Council offered direct support and advice to tenants affected by welfare reform, including personal budgeting support and digital support. The Housing Service is committed to the on-going provision of these services, which are reviewed periodically. In 2017/18, 68.75% of households threatened with homelessness were successfully prevented by the Council from becoming homeless. In addition, the average number of days' homeless families with children spend time in Bed & Breakfast accommodation fell from 3.8 days in 2016/17 to 1.5 days

in 2017/18. The Housing Service was in the process of developing a new Homelessness Strategy for Swansea in 2017/18, which will be in place by 2018.

- To help people sustain their homes the Council offers direct support and advice to tenants affected by Welfare Reform, including personal budgeting support and digital support. In 2017/18, 81% of people were successfully able to manage their money following TSU support. The TSU supported 89% to manage and sustain their tenancies, which minimises possession actions and evictions. 81% of people supported by the TSU who were threatened with homelessness had their homelessness prevented.
- Scores of homeless, vulnerable and isolated people were invited to a free Christmas dinner and party. More than 200 people went along to the City's Brangwyn Hall on December 12 to enjoy the second 'Together at Christmas' event. Organised by JR Events and Catering with support from Swansea Council, the event included a free, two-course Christmas dinner, a Christmas tree, Christmas crackers, live music, singers, a DJ and a photo booth. Information points on housing support, benefits and employment schemes were set up at the event. Free haircuts and dental checks were made available courtesy of local businesses.
- The Council intervened with owners to bring 97 empty dwellings back into use last year. Approximately 1,450 empty properties in Swansea have come back into use over the last five years. This can be attributed to a pro-active approach where officers take whatever action is necessary to encourage the re-use of empty properties, including the empty dwelling loan schemes which, last year, helped to create 16 additional dwellings by the conversion of empty dwellings into separate units.

Explore developing an Energy venture

- The Council is continuing to explore the potential for creating its own energy venture to help provide low cost energy to homes and help tackle high domestic fuel bills and fuel poverty. Following Cabinet approval, the Council has commissioned the Association for Public Service Excellence (APSE) to develop the detailed feasibility and undertake the due diligence to confirm the viability of setting up the company.

Arbed and energy efficiency measures in social housing

- The Council continues to improve properties to tackle fuel poverty and improve the wellbeing of individuals through forums such as Swansea Environmental Forum & Low Carbon Swansea and by submitting appropriate Arbed bids when invited. Energy efficiency measures are being incorporated into the Sandfields Housing Renewal Area Scheme, which is a 5-year programme of private sector housing and environmental improvements to an area with elevated levels of social deprivation where poor housing conditions were identified. In addition, the Council continued to improve its Council housing stock through enveloping, boiler replacement, loft insulation in order to contribute towards tackling fuel poverty and improving the environment.

Food banks and food poverty

- The Council has continued to have discussions with Foodbanks about strengthening links with businesses in order to address food poverty. A meeting was held with Eastside Foodbank to discuss funding and support needs and this area of work will be driven forward by the Poverty Partnership. The Council's Finance department provided advice about tax relief and foodbanks and the Council

is investigating sign up to WRAP 'Love Food Hate Waste' campaign, which sets about driving behaviour change to try to reduce food waste.

- The Council continued to administer the Grow Local Grant Fund to allotments, community groups, schools and playgroups to encourage them to grow local food. In addition, the Council created a Food Enterprise (Bellyful) – a Community Interest Company (CIC) incorporated - to tackle food poverty. Council staff were due to transfer to CIC after 31 March 2018. The Business plan is complete, the Board established, members recruited, and work commenced on developing joint working proposals with Gwalia/Pobl housing association for working in the Blaen y Maes area of Swansea.
- Alongside the point above, the Council teamed up with social housing provider Pobl Group on a new initiative run from kitchens at Pobl's Llys y Werin Extra Care scheme in Gorseinon. Freshly cooked, nutritionally balanced, and tasty meals are being provided to Extra Care residents and Day Service users at the complex. A pilot meals delivery service will also be launching shortly in SA4 and SA5 postcode areas offering residents the chance of healthy and affordable food. These services will form part of the Food Enterprise proposals above and will be used to help tackle food poverty in Swansea to help residents in the city access good food. Surplus income would be used to provide free meals for people experiencing hunger and food insecurity, and to support the work of other organisations working in communities in the city.
- The Council has continued to give Allotment holders in Swansea control of their own sites. There are 16 allotments in the city providing 307 plots. Some sites are successfully self-managed by the users themselves whilst others are still run by the Council. Under the plans, all sites will transfer to membership associations on long-term leases and they would pay a peppercorn rent and then have full responsibility for the land. It would mean they would be able to collect their own rent and spend the income on their own priorities. They would also be able to draw-up their own site rules and apply for various grants that are not available to the Council.

Piloting 30 hours of free childcare

- The Council trialled the Childcare Pilot that went live in July 2017 across 7 wards that were approved in Cabinet in March 2017. The offer has been widely publicised and promoted and is aimed at overcoming the cost of childcare and helping to tackle in-work poverty and reduce barriers to employment. The Council publicised the scheme through staff attendance at school fetes (in the selected wards), letters to parents deemed eligible for the offer, development of publicity materials and leaflets, events via the Family Information Service and other community activities and the delivery of several provider engagement events. A particular focus has been on raising eligible parents' awareness of the fact that they can access holiday care under the offer as well as term time care. By April 2018, 335 applications had been received and 287 applications had been processed and confirmed as eligible to receive the Offer. 90 CIW registered childcare settings have signed up to the Offer.

LIFT / Communities for Work / Workways+ / Communities for Work+

- Work took place to transition from the *Communities First* and *LIFT* Programmes, which were phased out across Wales during 2017/18. During this period, the Council has enabled the successful allocation of Welsh Government funding to deliver the new *Communities for Work Plus Programme* (CfW+) and allocation of Legacy Funding, initially until March 2020. The CfW+ Programme provides employment support through intensive one to one mentoring. This programme works alongside the *Communities for Work* Programme but can support people who are ineligible for it. CfW+

supports those who are short-term unemployed and those who experience in-work poverty. CfW+ prioritises support in Delivery Areas that match the former Communities First Cluster footprint, but is not restricted to supporting people who reside in these areas. Between April 2014 and December 2017, the *LIFT Programme*, which operated in the Penderry Ward, supported 126 people into work. Between April 2016 and March 2018, the *Communities for Work Programme* has supported 165 people into work.

- The Legacy Fund builds upon the successful and most valued elements of the former Communities First Programme, whilst further supporting the effective delivery of both the *Communities for Work* and CfW+ Programmes. Resources are targeted to promote financial inclusion, provide digital support, community learning and the emerging *Swansea Working* programme that aligns employment support in Swansea and ensures a holistic approach to putting the right support at the right time in place.
- Due to the successful delivery of the Workways+ project in Swansea, which began in 2016, the council was able to secure additional funds to expand the reach of the project to support a greater number of participants and extend the delivery of the project to 31st December 2022. During 2017/18 Workways+ supported 192 participants on their journey to employment, 71 of which secured employment upon leaving. The project was also able to offer paid work experience or volunteering opportunities to 75 of its participants. Workways+ is able to support those aged 25+ who reside outside of Communities First areas and are either long term unemployed or economically inactive with complex barriers.
- In delivering the Workways+ project, it became apparent through staff feedback and the management information system that there was a gap in employability provision for those short term unemployed aged 25+. As a result, the Council sought to secure European Social Fund funding from WEFO to deliver the *Swansea Working: Short Term Unemployed* project (STU). Once approved, the project will complement the existing strands of support under the emerging Swansea Working brand.
- Work also took place to develop a Management Information System building on the Workways+ participant database that would ensure there is one standardised system that captures and tracks participants through the various projects. The system will generate quantitative and qualitative data on employability provision to help inform future support, client needs and trends.

Tackling poverty via arts, culture and heritage

- The Council has offered learning programmes with schools and low cost / free extra-curricular family focused work in community facilities and at arts and museum venues. The impact of the City of Culture campaign was significant for the profile of Council run arts and galleries, as well as the independent sector. A focus on building capacity in the arts development capabilities in the Council has yielded significant benefits, including a successful application to the Welsh Government for a two-year post to deliver the 'Fusion' programme'. This is a programme that is focused on tackling poverty through culture by boosting skills, confidence and self-esteem; several small commissions working with the most disadvantaged are underway. The Council's work on arts and culture in partnership with the Universities has included a focus on skills, community work and opening up apprenticeship opportunities in the creative and cultural sector.
- Libraries support preschool learning through Rhymetime activities, Happy Feet physical learning sessions and arts and crafts activities. Clydach Library has forged links with Swansea University Discover volunteer scheme and the Library crafting group have hosted students, taught them to

knit and crochet, and in return received training on how to use arts and crafts apps online. We have put on free events or Special Events during 17/18 such as the Outdoor Theatre, Waterfront Winterland, Annual Fireworks Display and Man Engine Evening event. Where the events were not free, Passport to Leisure (discounted) prices were offered.

Free and low cost environmental events

- The Council collaborated with a wide range of internal services and external organisations to continue to deliver free or low cost outdoor learning activities and an Environmental Events programme. The programme aims to promote greater awareness and appreciation of the natural environment and the benefit it provides for improving health and well-being, as well as developing transferable skills and knowledge, e.g. through encouraging, facilitating, organising and supporting volunteering opportunities. In addition, an Accessible Greenspace Green Map and Community Growing Green Map have been produced in collaboration with Swansea Environmental Forum to encourage people to engage with and learn about the environment and nature. This is supported with outdoor learning activities, e.g. at Bishops Wood Local Nature Reserve, where 15 schools and over 650 school children have visited the reserve to undertake field studies and a total of 271 people have attended a programme of 17 public events organised and run by the Nature Conservation Team. The Team also delivered the 'Our Gower' project, which enabled pupils from 5 urban secondary schools to spend 4 days exploring and learning about the special habitats and biodiversity of the Gower peninsula. With funding from the Welsh Government Single Revenue Grant, local communities have been supported to manage and improve their local green spaces and wildlife sites; for example, tree planting at Pentylla Playing Fields in Townhill.

Community Cohesion

- Swansea Social Services has established a Strategic Working Group to effectively deal with Modern Slavery related issues. Regular Modern Day Slavery awareness sessions have been delivered through the Western Bay partnership and a 'Modern Day Slavery Train the Trainer' session was held in Swansea and attended by 30 multi-agency staff.
- The Council continued to maintain a framework for the delivery of *Prevent* programme interventions and support to vulnerable individuals at risk of or being drawn into violent and/or non-violent extremism; a Prevent Action Plan 2017-20 has been established and is being implemented.
- The Council developed a Swansea Hate Crime Stakeholder Action Plan with key partners and developed a mandatory Hate Crime E-learning course for Council staff.
- The Play Access Group and Black and Minority Ethnic (BAME) Family & Play Group continued to meet and identify key issues around access and inclusion. In addition, the role of BAME Family and Play Group as a cross-sector Play Network in relation to hate crime awareness and understanding of modern slavery saw several training opportunities facilitated with good cross-internal and external partnership attendance. The Swansea Opera exhibition at Swansea Museum included work with a number of BAME groups including the African Community Centre and the Chinese Community Centre.
- Swansea Central Library has hosted a successful LGBT film show "Britain on Film: LGBT Britain in 2018". It coincided with LGBT History Month. This was supported by a talk and display in the Civic Centre on the history of LGBT issues in Swansea.

- The Fusion programme that started in September 2017 has proved a cost effective way of bringing together Council and Third Sector providers to create more cultural opportunities for more diverse communities. Regular free cultural activity sessions are now being provided for refugee and asylum seekers, looked after children and carers, NEETS, and older people. A placement training scheme “Cultural Ambition” has now been set up to introduce fast tracking unemployed minority communities young people into our Museum and Glynn Vivian Gallery to help diversify our workforce.
- The Council was awarded ‘insport’ accreditation for inclusivity in developing and delivering sports and active lifestyle programmes such as Parklives and “Us Girls”, which is a measure of the success of these programmes.

5. The difference this Well-being Objective is making – case study/studies.

Case Study 1 – Mountain View Children’s Centre

Mountain View Children’s Centre, GP Surgery and Pharmacy is a purpose built facility, which opened in April 2018. It was designed to meet community needs in some of Wales’s most deprived areas. The innovative project co-locates a variety of health and well-being services with shared spaces enabling contribution to be maximised by adopting an integrated approach. Examples of the many ways the Children Centre contributes to the national goals include:

A prosperous Wales - Confidence and skills training prepare parents for taking part in economic activity or returning to work.

A globally responsible Wales – Demonstrated through the low carbon design of the building and commitment to rights respecting programmes such as UNCRC.

A resilient Wales – The site was selected because of the surrounding open space. This will enable new life to be breathed into the area so it can become an asset for the community discouraging fly-tipping and anti-social behaviour. Once established the centre aims to replicate programmes delivered in the previous family centre location supporting parents to grow fruit and vegetables

A healthier Wales - All groups and activities are focused on supporting health and wellbeing. Some examples of groups include Mindfulness, Healthy Families, Line Dancing and Baby Yoga.

A more equal Wales – This 21st Century, high quality amenity offers opportunities, which will help children from all backgrounds to fulfil their potential.

A Wales of cohesive communities – The new attractive, accessible, modern and welcoming Centre aims to link communities and expand horizons.

A Wales of vibrant culture and thriving Welsh language - The Centre encourages the arts, physical activity and celebration of the Welsh language through its activities.

The Centre’s innovative design, co-locating specialist services enables service delivery to be planned in line with the five ways of working.

Long term - The co-location of primary care and children centre provision will play a lead role in realising strategic objectives for primary and community services and the priorities in the Children and

Young People Plan relating to co-ordinated, integrated and seamless services for families. In the long term, it is hoped that the one stop shop's services will enable families to break the cycle of poverty.

Prevention – Taking a proactive, holistic approach in terms of parental engagement enables officers to truly understand local issues and work closely with families, empowering them to feel able to be who they are, have positive prospects for the future and experience respect and equal and fair treatment. Supporting parents during the early years aims to build resilience within families reducing demand for services in later life.

Collaboration - Being co-located with the GP Surgery and Pharmacy, Children Centre services will be co-ordinated to make the most of this valuable position e.g. baby groups / baby massage offered on the same day as baby clinics in order to encourage and enable parental engagement. Co-location enables collaboration with Early Intervention and Poverty Prevention services and develops robust linkages with Health colleagues.

Integration - There are clear linkages and associations with a range of plans and strategies such as Swansea's Healthy City Plan, Community Hubs, Poverty Strategy and Prevention Strategy and the Western Bay Area Plan.

Involvement - Service user participation and involvement is a common theme throughout all aspects of work. Local residents and families attending the Centre meet on a regular basis and are often involved activities such as fundraising, time tabling etc. Local families have been consulted at each stage of the new build via Centre workshops and larger scale consultation events that have taken place on a community basis. Children and families attending the Centre have been actively involved in designing and painting Hoarding Boards. Families have also worked with a local artist to design artwork representing their feelings and experiences at the old Mayhill Family Centre and their hopes, wishes and aspirations for the new Mountain View Children Centre

6. How this Well-being Objective is contributing to the achievement of the national well-being goals.

- *A prosperous Wales* – Explore creating our own energy venture to provide low-cost energy to homes and help tackle high domestic fuel bills and fuel poverty.
- *A Resilient Wales* – Build more energy efficient Council homes and affordable housing to meet housing need, reduce fuel bills, regenerate estates and bring wide environmental, economic and employment benefits.
- *A Healthier Wales* – Providing 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.
- *A more Equal Wales* – Creating employment and training opportunities for the long-term unemployed and economically inactive through community benefit clauses in Council contracts.
- *A Wales of Cohesive Communities* – Implementing the *Community Cohesion Delivery Plan* to promote cohesive and inclusive communities in Swansea.
- *A Wales of vibrant culture and thriving Welsh language* – Helping Swansea's poorest communities tackle poverty by accessing arts, culture and heritage in order to boost skills, confidence, self-esteem and aspiration.
- *A globally responsible Wales* – Measures contributing to tackling climate change including energy efficiency measures in housing and building more energy efficient Council housing.

7. Lessons learnt and areas for development

- The Council has made significant progress meeting its well-being objective but lessons have been learnt and there are areas for further development.

Poverty Strategy

- Now that the *Tacking Poverty Strategy* is being implemented, an increased online presence to increase the impact of the work to tackle poverty would be beneficial. In addition, the links between the *Tacking Poverty Strategy* and the work to improve educational performance at Foundation Phase needs to be strengthened.

Early Years Strategy

- A multi-agency action plan to progress the Early Years work following the *First 1000 Days* Event is being developed and to support the PSB Well-Being Plan. Maintaining existing funding for Early Years provision across all agencies and increasing funding to develop new approaches if required following the production of the action plan will be challenging.

Youth Progression Framework

- Significant cuts in Welsh Government post-16 funding could undermine future sustainability of the breadth of 'offer' to learners through the *Youth Progression & Engagement Framework*. The European Social Fund funded *Cam Nesa* programme is currently in its roll out phase, which brings further opportunity to improve levels of service delivery and collaboration to those who are most at risk of being NEET. Recognising long-term support needs could help improve the *Cynnydd* programme offer to help 11 – 24 year olds at risk of becoming NEET.

Welfare Reform

- The introduction of Universal Credit has seen the volume of calls and complexity of cases increase two fold and the cuts to benefit entitlement will reduce the amount of benefit income. Welfare Reform is a risk particularly in relation to financial hardship, personal budgeting and the payment of housing costs. To help prevent homelessness, support to tenants is essential in order to keep people in their homes and ensure rent arrears do not escalate and lead to eviction Council staff, especially those providing a front line service should have an awareness of benefits.
- The Welfare Rights team are in the process of developing an online benefit awareness training course and this could be included as part of the mandatory training for staff. Front facing staff should make more use of the Welfare Rights advice line to assist their clients with benefit issues in the first instance, instead of signposting or referring them on to other organisations in order to prevent situations from escalating. Securing rights and entitlement to benefits is a clear preventative activity. Cross Authority commitment and time commitment from all staff, in particular support and social workers, are key ingredients for this to be achieved. The increase in demand will be challenging to resource but should reduce impact on council services in the longer term.

Energy efficient council homes

- Building new Council homes to innovative Passivhaus standards means that they need very little energy for heating and cooling so that they are warm and cheap to heat. Among their features are

specialist, highly airtight doors and windows. The *More Council Homes Strategy* sets out a blueprint for future development of affordable homes but funding will be constrained in the early years. The continuing viability of the Council's 30-year Business Plan to make improvements to the Council housing stock is dependent upon the continuation of current policy by Central Government.

- The Scrutiny Programme Committee met to look at the report on the More Homes Parc Yr Helig Site Options Appraisal that was subsequently presented to Cabinet on 21 June. The Committee gave their view on the proposed decision to Cabinet. The report put forward the proposals for the second development at Parc Yr Helig, which consists of 16 one/two bedroom homes, including the appraisal of options and recommended approach in relation to design standards. After considering the report some of the issues the Committee highlighted to Cabinet include:
 - There was concern amongst some members at the significant cost of external works at Parc Yr Helig due to the nature of the site.
 - The Committee understood the reasons for the Swansea Standard being the preferred specification, and the need to push forward with the house-building programme in order to provide more affordable housing, and support the Council's efforts towards poverty reduction but that Cabinet will need to think carefully about building homes at any cost.
 - The Committee noted the lessons learnt from the first pilot project at Colliers Way and that the Swansea Standard would be seen as innovative and more likely to attract funding from the Welsh Government.
 - They agreed that a completed build based on both Passivhaus at Colliers Way and Swansea Standard at Parc Yr Helig would enable a more accurate comparison of the performance and cost of both specifications to inform future decisions about further house building.
 - Committee Members remarked on the impressive delivery of new homes at Colliers Way and once again congratulations to all involved. They were particularly pleased to hear about the contribution that was made by the Council's apprentices and positive experiences they gained from being involved in the project.

Preventing Homelessness

- The Homelessness Strategy will identify gaps in Homelessness Services within Swansea and will set out actions to address them over a 4-year period. The Strategy will need to be completed before the end of 2018 and sufficient resources will need to be available to meet all the priorities identified. The resources and support necessary to help people to maintain their tenancies, such as ensuring that rent arrears do not escalate and lead to eviction, will continue to be determined by available funding levels.
- Councillors from the Homelessness Scrutiny Working Group met to look at what the Council can do to help homelessness in Swansea. They looked particularly at the Council's activities to manage homelessness, the current position, performance of relevant services and the challenges faced. A meeting was held with a number of interested parties including: Swansea Homeless Sanctuary, Shelter Cymru, Crisis, Wallich Dinas Fechan, Caer Ias, Zac's Place, Matthew's House, Abertawe Bro Morgannwg University Health Board and relevant officers from Swansea Council. Some of the issues they discussed included, for example:
 - The increasing number of homeless people with complex/multiple needs including mental health and that many of these do not have basic life skills and need continuous support over a long period of time particularly in keeping a tenancy.
 - That there are gaps in provision for hostels that take women, under 21s and provision for EU citizens or people with no recourse to public funds

- That there is very little emergency accommodation for homeless couples was raised.
 - That the threshold for homeless and vulnerable adults being accepted for social services involvement is too high.
 - All agencies argued that the Gateway system, which is the single central referral system that operates all the supported (hostel) accommodation in Swansea, needs reform.
 - Evictions from supported accommodation due to rent arrears and the need to support clients who are assisted to open bank accounts for the payment of service charges.
- The working group agreed that scrutiny should complete pre-decision scrutiny on the Homelessness Strategy before it goes to Cabinet for agreement

Energy Venture

- Work to explore the development of a Council owned energy venture to produce affordable energy will continue. As part of this work, the Council will examine how other Council's, such as Bristol and Nottingham, have taken this forward.

ARBED and Energy Efficiency Measures

- More work with ARBED and energy efficiency measures in Council homes can be done with additional capital since funding shortfalls affects both clients and staff. The City Deal may provide opportunities for more innovation and investment. Enveloping, boiler replacement and loft insulation all contribute to the eradication of fuel poverty but synergy between departments and access to funding could be improved; not all tenants want improvements to be undertaken.

Piloting 30 hours of free child care

- The Welsh Government has approved the funding for the full rollout of the childcare offer by January 2019 in order to help parents with childcare costs and tackle in-work poverty and a key barrier to employment. Ensuring sufficient supply of childcare places to meet demand is a risk as is parents deciding to take up the childcare element of the offer and not the education hours.

Communities for Work / Workways+ / Communities for Work+

- The new Communities for Work Plus (CfW+) Programme has been implemented in Swansea from January 1st 2018. It compliments the existing Communities for Work Programme. Opportunities to secure additional and alternative funding streams for employability provision are being explored; for example via Welsh Government's Working Wales programme. Work is ongoing to implement a standardised Management Information System for all employability projects, which should go live in 2018/19.

Tackling Poverty via arts, culture and heritage

- There is an opportunity for the Council to remove perceived barriers to access and develop new ways to subsidise cultural events for low-income families, utilising the maximum number of community assets and local facilities possible. Many cultural events and activities that provide the opportunity to use culture, arts and heritage to help tackle poverty are however only achievable through external funding.

Providing free or low cost environmental events

- There is an opportunity to provide wider biodiversity training and education within the Council. There is also potential to increase the use of Bishops Wood LNR and other Wildlife Sites for low cost events and activities. Staff delivering these events/activities are however mainly on rolling temporary contracts that are fully dependent on external grant funding.

Community Cohesion

- The 'Fusion' programme will help build on the legacy of the BBC Biggest Weekend by rolling out a creative music programme with support from the Swansea Music Hub to skill up this target group. The Sports Development team has successfully retained funding to deliver an extensive programme in our communities during 2018/19, including continuing to target activities for BAME and underrepresented communities. "Us Girls" is a programme specifically for girls and young women to build aspiration, skills and confidence and a partnership with EYST has previously seen a rise in young people from BAME and refugee communities participating in active programmes for health and wellbeing in their communities.
- A Scrutiny Working Group looked at the work being done to support and promote community cohesion. They spoke to representatives from the Councils Poverty and Prevention Team, South Wales Police and the Regional Community Cohesion Coordinator. They reached the following conclusions:
 - Ward Councillors could be included and involved more in mainstreaming community cohesion.
 - They expressed concern about the lack and insecurity of resources for community cohesion mainstreaming due to Welsh Government funding cuts.
 - That the current partnerships are working well.
 - That a better connection with local area co-ordinators was needed.
 - They were pleased to hear about the myth busting information. They would like to see this used more widely, made available online and shared via social media.
 - Councillors heard about some of the excellent activities taking place; Councillors particularly praised the Swansea Pride event.
 - Information for School Governors would be useful so they can have a direct impact on community cohesion in Swansea schools.
 - More use of local media including via corporate communications to get good news stories and myth busting information out into our communities.
- The Welsh Government has agreed to fund the Community Cohesion programme for another year. The new programme will focus on 4 objectives:
 - Developing a community cohesion network for Wales
 - Work at a local and strategic level to break down barriers to inclusion and integration across marginalised groups
 - Supporting migrants, refugees and asylum seekers and host communities during the integration process
 - Tackling discrimination, hostility, tensions and extremism.
- This new approach by Welsh Government should allow each Council to identify local priorities. The Welsh Government is also planning to go out with a public consultation on the new priorities for Community Cohesion National Delivery Plan, and the final report will be published early next year.

Transformation and Future Council development

1. Why this 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.

2. The steps we said we would 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 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

3. What success will look like.

- The Council has services that are sustainable and fit for the future. The Council is financially sustainable and has a workforce that is equipped to deliver transformed services, including in Welsh. People are involved more in Council decision-making and in deciding local priorities and in co-producing and helping to run services and manage assets.

4. Making progress towards the steps to meet this Well-being Objective – what worked.

Sustainable Swansea

- We are continuing to roll out our transformation programme - *Sustainable Swansea Fit for the Future* (SSFFF). A total of 17 service area commissioning reviews have been undertaken and 15 have been completed. The reviews examine how the Council currently provide services and evaluates whether existing models of provision are the most effective and are sustainable in the future. Most of the findings from service areas commissioning reviews are currently being implemented. Examples of implementation include the development of new delivery models, increased income generation and commercialisation, in-house transformation, tendering opportunities for the private sector, the disposal of assets and greater levels of community involvement and action.
- Following the commissioning reviews of specific services, the SSFFF programme has also initiated the process of cross-cutting reviews, which include more than one service or department such as Transportation, and Services in the Community. The Council has achieved £60 million pounds in savings through a range of measures, including the commissioning reviews.
- Over the past 18 months, there has been a strong focus on delivering the high priority projects in relation to ICT and Digital First. Examples include improvements to the external website to provide 24 hr access to Council services so citizens are able to do business with us at a time and place that suits them. A more user-friendly site, task focused and mobile / tablet responsive site has also been developed. Planning is underway to develop a single digital identity for citizens, visitors and businesses.
- Improvements to Digital tools (e.g. Skype for Business, Office 365 & Office 2016) have also enabled smarter and more agile working. We have increased self-service capability and both employees and Members can do more online such as: apply for an eye test, book annual leave and parking permits, online appraisals, performance dashboards and submitting expenses.
- Digital is also delivering service based improvement projects and change proposals where technology is the enabler such as: All Wales Community Care Information System (WCCIS) integrating Social Care and Health around service-users / patients, Hwb rollout to schools and 21st Century Schools, which is a Welsh Government infrastructure investment programme running alongside Swansea's QED2020 (Quality in Education) programme.

Workforce

- We have developed an Organisational Development Strategy, which proposes a phased implementation over four years to ensure the Council's workforce has the skills for the future. The work is underpinned by the principles of the '21st century public servant' and '21st century Councillor' developing people's skills and behaviors alongside the Council's future strategy and organisational culture.
- The Agile Working Strategy has enabled new ways of working and the subsequent release of satellite offices, delivering in excess of £1m per annum revenue savings and £3m in capital receipts. The Council is now reviewing new ways to utilise space in public buildings, to reduce silo working, improve collaboration and agile working, as well as saving money and generating income. The release of 2-3,000 sqm of office space within the Civic Centre has been implemented for further income generation opportunities. Flexible working has reduced staff travel and the need for

business travel and associated costs. The introduction of new technologies has enabled more staff to work remotely, including from home.

- In 2017/18, staff sickness levels relative to other local authorities in Wales increased as performance fell from second quartile (6th position in Wales) to third quartile (13th position in Wales). We have continued to focus on absence management in order to address sickness levels and increase productivity. Further workforce modernisation projects are underway, such as reviewing zero hour contracts. Whilst the Council does not have any employees on zero hours contracts, it is looking at its approach to flexible working in light of changes to work styles i.e. Agile working. Similarly, the Council is reviewing the types of contracts used by its suppliers.

Community action and capacity / ownership and 'Friends' of Parks

- We are continuing to work to enable communities to run services and manage assets. Following an audit of community buildings and assets, 4 sites have been successfully transferred from the Council to the community. These sites include; Forge Fach and Graigfelen Hall in Clydach, the Indoor Bowls Hall in Landore and Southgate WCs. There are a further 41 assets currently under consideration for transfer to the community and 7 are currently in the legal process of transfer. In addition, a proposal has been approved to transfer 14 allotment sites to the current plot holders.
- We are supporting greater community ownership of parks and working with 'Friends of Parks' organisations to ensure the long term sustainability and control of parks and public spaces.. The growth of Friends of Parks has been incredibly successful; every park and several open spaces now have a Friends group established, or in the process of being established. These groups are invaluable in assisting the use of, promotion, development and access to parks and open spaces by the wider community and the retention of our Green Flags and award winning green spaces; a total of 6 Green Flag applications have been submitted for 2018. Best practice is continually sought through Best Practice Groups, including Association for Public Service Excellence (APSE) and regular meetings are held with friends groups
- All outdoor pitches have been subject to new agreements for self-management with local clubs and sports groups and are operating effectively. Community Action has evolved as a strand of the community development support provided by Cultural Services, including the operation of all Community Centres and Pavilions, with advice given on establishing business plans and governance for Asset transfer applications, where appropriate.

Third sector

- We are continuing to work with the Third Sector to ensure there is targeted and effective engagement to achieve shared priorities and outcomes. Working co-productively with the Third Sector, we held a number of events during 2017-2018 to review the Third Sector compact (an agreement outlining collaborative ways of working). The Third Sector is a key partner and provider of local services and is playing a key role in the development of co-production in the local area. We have a Co-productive Development Officer based in the Third Sector to promote co-production awareness, knowledge and support to the Council, key partners and local residents. We are building on the Co-productive approach used for the procurement of Direct Payments, work with Parent Carers, Mental Health and Physical Disabilities services to other Council services. We are developing a Corporate Co-Production strategy, learning from the pilots already undertaken in Social Services and expanding it to other services across the Council.

Public engagement in decision-making

- We are working to modernise public engagement in Council decision making through accessible meeting times, web broadcasting and e-petitions. A webcasting contract has just been awarded; work is ongoing and webcasting will go live once ready. Options have been trialled for e-voting and work to develop a process for e-petitions continues.

Welsh language

- We are continuing to strengthen the Welsh language and language services for staff. Working in Partnership with Work Welsh, we are offering a range of courses of classroom based classes, taster sessions, informal opportunities for staff to practice Welsh at work, on-line courses and to signpost staff to learning opportunities in the community. The number of staff who have recorded Welsh Language skills in 2017-18 was 36.4%, representing an increase of 6.5% compared to the previous year. As a result of our membership of the Wales Interpretation and Translation Service (WITS) partnership, we also have provision for the interpretation and translation of other languages - Arabic, Polish, Kurdish (Sorani), Bengali and Romanian were the top 5 languages requested in 2017-18.

Community budgets

- We are continuing to ensure that community budgets are available so that local people and their representatives can decide on community priorities. The policy on Councillors' community budgets has been revised and is designed to support the local measures that are a priority for individual Councillors and their local community but are not funded by other Council budgets. Funding has been used to: initiate and support community projects to improve health and wellbeing; improve Council owned land and/or public rights of way, and; improve community services, facilities and safety. Further work is underway to streamline the process and improve communication about the scheme.

Co-production

- We are continuing to build upon our engagement and consultation process to ensure that local people are involved in decision-making. The consultation on the Council's budget included on-line questionnaires, workshops and events in the community and gathering comments from social media. Over 1,000 responses were received from individuals, community groups and organisations. We have also actively consulted a range of stakeholders during our Commissioning Reviews and on the production of our Corporate Plan and a range of other corporate and partnerships strategies and plans. Work is being undertaken on co-production to ensure communities are involved in initial stages of decision-making.
- We are developing a Co-production Strategy, which will be piloted with the 'Services in the Community' cross-cutting project to ensure residents, businesses and other important stakeholders can be involved in shaping future community services. The project includes 5 pilot areas for the development of community hub based services (virtual and physical) that provide a wrap around and integrated approach where possible. Plans and various workshops have been held with members and internal services, external services and partner workshops have been held in early January 2018.

5. The difference this Well-being Objective is making – case study.

Case Study 1: Services in the Community

- Services in the Community is a significant project within Swansea Council's thematic approach to cross-cutting transformation. It aims to establish Community Hubs across five pilot areas of Swansea by co-locating and integrating a number of council services and services provided by other organisations across the public and third sectors. Importantly, it looks to co-design and co-produce the project alongside residents of each of these five pilot areas. Whilst the Council has significant revenue savings commitments over the medium-term, the approach more importantly provides an opportunity to re-think how we can deliver services in better ways. Redesigning services in line with principles underpinning both the Well-being of Future Generations Act and Social Services and Well-being Act has unlocked significant potential for greater contribution towards the national well-being goals.
- Although the project is still in its infancy, a number of benefits have already been accrued. For example, it has enabled the development of closer links with Health partners providing greater access to information to support physical and mental wellbeing. Innovative plans are currently being developed to support social prescribing as part of a local GP cluster network. The project acts as a hub to support people by tackling poverty and homelessness through linking to employability programmes, education and training, welfare benefit advice and debt and money advice. It is also an enabler for a variety of outreach projects provided via partnership working. The project also supports social interaction amongst the older population as an enabler for a variety of outreach projects provided via partnership working, going the hub as a "bump into" place helping self-reliant and community groups to thrive
- Libraries encourage setting up easy to access craft groups by providing suitable spaces in accessible places. A recent development has seen a growth in choirs successfully using libraries to support health and wellbeing through music and song. The service continues to host a number of adult learning, early years, after school and digital inclusion initiatives and continues to support the Council's overall priorities through offering services in the community.

Case Study 2: Agile working

- The Council's first purpose designed agile working office was piloted and opened in April 2017. The new work area was designed out of existing offices and was refurbished using recycled existing Council furniture and carpets to minimize costs. The initial pilot involved around 100 members of staff and the office was designed with a ratio of 7 desks to 10 staff. Staff were also equipped with laptops and new technology to give them the flexibility to work remotely away from the office. The aim of the project was to release office space and reduce costs, potentially generate income through letting to partners and providing greater opportunities to work collaboratively. Phase 2 of the agile working project was completed in June 2017 and included incorporating re-developing adjoining buildings and an additional 100 workers. As a result of Phase 2 of the agile working programme, the majority of the third floor in Civic Centre was vacated which enabled the Council to consider sub-letting the third floor in order to generate income.
- Phase 3 of the agile working programme was completed in November 2017. Phase 3 involved an additional 120 workers from Legal, Finance and the Western Bay programme. Additional buildings were included within Phase 3 and zoning was introduced into the agile working area as the space expanded in order to enable people to find teams in the large open plan area.

- As part of the Well-being of Future Generations (Wales) Act 2015 and our Corporate Social Responsibility as a Council, we are visiting companies that can reuse and recycle at least 80% of our existing furniture. This is a new and innovative approach to the purchase of furniture; it will promote sustainable principles, minimise environmental impact, reduce our carbon footprint and contribute to the social and economic development of the local economy
- The Agile programme was awarded a national award for innovation in the public sector from professional body Aces - the Association of Chief Estates Surveyors and Property Managers in the Public Sector in December 2017. In January 2018, Swansea University signed a lease to the third floor in the Civic Centre, which represents an important source of income for the Council.

6. How this Well-being Objective is contributing to the achievement of all of the national well-being goals.

- *A prosperous Wales* – Supporting and training the Council’s workforce to deliver transformed services that provides the most sustainable outcomes for residents.
- *A Resilient Wales* – Continuing with *Sustainable Swansea – Fit for the Future* Council modernisation programme in order to transform services, deliver better outcomes for residents and achieve financial sustainability with reduced carbon footprint.
- *A Healthier Wales* – 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.
- *A more Equal Wales* – Providing the opportunity for local citizens to influence how policies are written and services are developed through the development of a co-production strategy.
- *A Wales of Cohesive Communities* – Making community budgets available so that local people can decide together with their representatives what their local priorities are.
- *A Wales of vibrant culture and thriving Welsh language* – Continuing to strengthen the Welsh language service and language services generally offered by the Council by providing basic language training for front-line staff.
- *A globally responsible Wales* – Continue to modernise public engagement in democracy and Council decision making through accessible meeting times, web broadcasting, electronic voting and e-petitions.

7. Lessons learnt and areas for development

- The Council has made significant progress meeting its well-being objective but lessons have been learnt and there are areas for further development.

Sustainable Swansea – Fit for the Future

- The success of the Council’s transformation programme *Sustainable Swansea – Fit for the Future* is vital to the Council being able to respond appropriately to continuing austerity, demographic pressures, increasing demand and changing public expectations. The programme is reviewed and adapted annually as result of projects completing as planned, changes in the environment including new legislation, or new pressures or challenges requiring an innovative approach. Transformation takes time to realise tangible outcomes and benefits – moving forward the Council is looking at ways to increase the pace and scale of innovation and change.
- In 2017/18, the Council focussed on developing a four-year decision-making strategy for the budget and Medium Term Financial Plan (MTFP). This involved establishing fewer generic savings

with responsibility for delivering savings options being allocated to specific areas. This alignment of priorities, transformation and savings/MTFP is now delivered. In order to improve preparation, plans were made to bring forward the budget planning cycle and 'budget planning week' to the Summer in 2018. Progress meeting budget savings is now tracked and reported on a monthly basis in order provide early warning to highlight risks to meeting planned savings.

- A review of the Sustainable Swansea Strategy and programme is currently underway, incorporating the Well-being of Future Generations framework as a way to address the latter year budget gaps whilst ensuring services are sustainable. This will include revisiting previous options from the Commissioning Reviews as well as co-production, workforce development, new areas for budget based reviews, systems thinking reviews, reviewing opportunities to share services with partners and building digital capability amongst others. The Council has begun to use the Future Generation Commissioner's toolkit at the start of each service change / project. This has worked well and will be embedded further in the coming year
- The Council's Commissioning Reviews are the main means of delivering transformational change through the Sustainable Swansea programme. The Wales Audit Office made some proposals for improvement following a review of the governance arrangements associated with the Council's commissioning reviews: firstly, to improve public access to information about the Council's Commissioning Review activity, and; secondly, to identify the intended impact for service users and the means by which that impact will be evaluated in the future. In response, the Council has developed web pages and captured a collection of outcome success stories, which will be made available on the web pages. In addition, the impact from each Commissioning Review is being captured during their 3-year implementation plan. The corporate co-production project will provide dialogue that is more meaningful with residents and communities on impact and outcomes.

Workforce

- The risk from substantial budget reductions and associated transformational change is that reduced staffing affects workforce capacity and capability to deliver existing or additional work and the ability to embed new delivery models and new ways of working.
- In light of this, the Council is reviewing its Organisational Development Strategy to support and train its workforce to deliver transformed services. The Council is aiming to change its organisational culture to support "working together, working differently" and embed transformation, innovation and organisational learning. In addition, further developments on supporting workforce planning have taken place, including new guidance to incorporate sustainable development principles, e-learning and workshops to support senior managers.

Co-production

- The Council is developing a co-production approach and a Swansea commitment with the help of the WLGA to provide citizens with opportunities to get involved. There will be opportunities to build on existing practice and what works well and to share that knowledge and common understanding throughout the organisation. For example, learning gained from the 'Services in the Community' cross-cutting community hub programme and other co-production initiatives, such as work going on in Adult Social Services to use co-production to inform elements of their improvement programme and practice framework and, in Child & Family Services, parent carers and children co-producing the new Child Disability Strategy.

- This will be done at a time when staff resources are being depleted because of budget reductions. There are however opportunities to help mitigate this; for example, using the staff Innovation Community to develop new engagement mechanisms to support new relationships with citizens; reviewing the role of elected Members and Member Champions in co-production, and; the involvement of groups with protected characteristics. This will require staff to develop new skills and capabilities and so is clearly linked to the development of the Council's workforce and organisational development strategies.

Welsh language

- The Council is investing resources into training staff to develop better Welsh language skills. These courses have been funded by the Council and are provided for staff during work time. The Council supports staff through their programme and undertakes mid-term and end of term feedback to establish the suitability of the course. Consideration will be given to future courses and funding based on the feedback from staff.
- The Council however still has some work to do in ensuring the recent Welsh Language Standards are embedded in its everyday work. To this end, the Council has developed a simple guide for every member of staff to follow, which sets out 7 essential Welsh checks everyone needs to do their job. This is in addition to hints and tips on the Welsh Language staff web pages, including some common phrases and social media templates, more information on the Welsh Language Standards staff and Members must follow, as well as a list of Welsh Language champions in the Council who are there to help.

Part 2: How we have worked when taking steps to meet this Well-being Objective

- This part of the Review will set out how the Council has worked when meeting the steps to deliver its Well-being Objectives in line with the sustainability principles (5 ways of working) set out within the Act.

Addressing long-term challenges

- *Safeguarding People from Harm* - An ageing population represents a significant increase in the demand for health and social care services. This will see an increase in diseases and conditions associated with an ageing population, such as dementia. Working with partners through the Ageing Well Strategy, developing Swansea's status as the first Dementia Friendly City in Wales and developing an Older People's Charter will help people to stay healthy and age well and help reduce demand on statutory services.
- *Improving Education & Skills* - The launch of the Swansea Skills Partnership in the summer term of 2018 aims to ensure that children and young people develop the right skills and qualifications for the long-term and the new future economy and Swansea Bay City Deal. A new 10-year curriculum has been developed for settings and schools in Wales to enable children and young people to develop the right skills for the future. The new curriculum will place emphasis on creating Digital Competence across the curriculum, equipping young people with sustainable skills fit for the future.
- *Transforming our Economy & Infrastructure* - 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. There is evidence that Swansea's productivity gap is narrowing but is still significant. Swansea is still falling short of its potential as a regional centre. The City Deal will help shape

Swansea and the region's economy and provide the technological change and skills needed to meet the economic challenges of the future. The Council is addressing long-term challenges in the re-development of the city centre so that it is healthier, more resilient and fit for the future. This includes: incorporating requirements for energy and waste efficiency; smart building performance; renewables; enhancing biodiversity and green infrastructure, and; using sustainable sourced natural and or/ recycled material.

- *Tackling Poverty* - Swansea still has large numbers of people not in work. The detrimental impact of deprivation begins at a very young age and builds up through a person's lifetime. The Council's *Youth Progression and Engagement Framework* seeks to help break this cycle by providing opportunities to ensure that young people have opportunities to be in education, employment or training so that they can reach their future potential.
- *Transformation & Future Council* - Demand and expectations on public services continues to increase but with less money to deliver them. One of the aims of our transformation programme – *Sustainable Swansea Fit for the Future* – is to ensure that Council services are sustainable in the future and in the long term. The programme aims to ensure that services are sustainable in the future by modernising services, making the best use of digital technologies, commercialisation and income generation and shaping a future Council that encourages community action and active participation in decision making and service delivery

Preventing problems from occurring or getting worse

- *Safeguarding People from Harm* - Developing preventative services will help avoid the need for people to access statutory services and will help reduce demand. The development and implementation of a Prevention Strategy and associated preventative services, such as local area co-ordination, will promote people's independence and improve their well-being. Improving understanding and awareness of safeguarding and having effective safeguarding arrangements in place will prevent people from being exposed to significant harm and exploitation
- *Improving Education & Skills* - We have worked to develop close links between Flying Start and Foundation Phase in order to ensure children's readiness for school and to prevent educational disadvantage in later school years. We are working with our Health partners to ensure that all children access part time Foundation Phase entitlement help from the term following their third birthday.
- *Transforming our Economy & Infrastructure* - Climate change and associated risks such as flooding threatens our economic growth, productivity, well-being, infrastructure and our environment. The Council's work to provide sustainable and low carbon transport, such as electric vehicles, and efforts to invest in the Green Economy, such as energy efficiency schemes including in housing, will contribute towards preventing climate change whilst helping to build the local economy.
- *Tackling Poverty* - Some pernicious aspects of the poverty premium, such as transport, fuel and food costs, remain disproportionately high in Swansea for households on low incomes. The construction of energy efficient Council homes to Passivhaus standard, energy efficiency measures in Council housing and the exploration of creating a Council owned energy venture are examples of ways of working that will help reduce fuel costs and prevent fuel poverty.
- *Transformation & Future Council - Sustainable Swansea – Fit for the Future* encourages all staff and stakeholders to review services through the 'lens' of prevention to help prevent people needing recourse to statutory services. The Council's Prevention Strategy aims to promote action to

intervene earlier in order to support people at greatest risk, change behaviours and prevent the need for costly specialist services. It is anticipated that this will help to make families and communities more resilient, reduce the demand for Council services, lower costs and achieve better outcomes. By adopting a whole-Council approach to managing the demand for services we aim to deepen our understanding of customer contact and how services can be redesigned to eliminate, reduce or divert demand. This strategy aims to embed early intervention and prevention into the Council's business and place an even greater focus on improving well-being

Working in partnership with others

- *Safeguarding People from Harm* - Domestic abuse is often a hidden crime that is not reported to the police, or any other agency, which is why the estimated number of victims is much higher than the number of incidents and crimes recorded by the police, and other agencies. The Council is working with partners through the Swansea Violence Against Women, Domestic Abuse and Sexual Violence (VAWDASV) Strategy to increase awareness and challenge attitudes, provide effective, timely, appropriate responses to victims
- *Improving Education & Skills* - ERW is partnership of 6 local authorities including Swansea, Neath Port Talbot, Powys, Ceredigion, Carmarthenshire and Pembrokeshire Councils. The main purpose of this consortium is to deliver a single school improvement service. Sharing good practice, innovation and ideas has been positive with authorities helping each other to improve.
- *Transforming our Economy & Infrastructure* - The Council continues to support the Swansea Biodiversity Partnership and the Swansea Environmental Forum, which deliver a wide range of strategic and operational environmental initiatives in collaboration with other agencies. It is also working with NRW and others to support the delivery of the PSB 'Working with Nature' Well-being Objective. The Council is also working in partnership with NRW to develop a county wide Green Infrastructure Strategy / Supplementary Planning Guidance. Working collaboratively on the development of this strategy enables the pooling of knowledge and skills from both organisations
- *Tackling Poverty* - The Council works in partnership with others to help tackle poverty, for example, through the Swansea Poverty Partnership Forum. The *Cynnydd* and *Cam Nesa* projects are examples of collaboration between Pembrokeshire, Carmarthenshire, Ceredigion, Swansea, Neath Port Talbot and Powys Councils providing engagement, learning and training activities for 11 – 16 year olds and 16 – 24 year olds aimed at reducing the numbers at risk of becoming NEET.
- *Transformation & Future Council - Services in the Community'* is an important project within the Council's cross-cutting transformation programme. It looks to establish new ways of working in communities across the city by exploring how services can be co-located and integrated in a type of "community hub". These projects are a well-established way of providing services differently and innovatively, by locating partner organisations alongside council services for the benefit of local people

Integration - Joining things up and avoiding conflicts

- *Safeguarding People from harm* - The Council has worked to ensure that safeguarding is 'everyone's business' and not just the responsibility of social care. For example, 563 staff within Swansea's Corporate Building Services have received safeguarding training. As part of the Violence against Women, Domestic Abuse & Sexual Violence (Wales) Act, Swansea Council has a duty to ensure that 100% of its workforce undertakes Group 1 training on VAWDASV, either by e-learning or for those who do not have access to IT, face to face. To date over half of the workforce have

undertaken this. It is important that all staff, regardless of their job role are trained to identify and respond to issues such as domestic abuse, sexual violence, female genital mutilation etc.

- *Improving Education & Skills* - The Education department works with several key delivery partners and recognises that progress cannot be achieved in isolation. Through key consultative groups including the School Improvement Partnership, the Children and Young People's Board, PACA, ERW, Gower College Swansea, Universities, Health and school leaders, the aim is to secure joined up planning and delivery of shared aims. The launch of the Swansea Skills Partnership / Partneriaeth Sgiliau Abertawe aims to develop this further.
- *Transforming our Economy & Infrastructure* - The City and County of Swansea is forecast to see significant population growth over the next decade. The County will need new homes, jobs, infrastructure and community facilities to support economic growth and raise standards of living, whilst respecting the County's cultural and natural heritage. It is crucial that growth is properly planned and joined-up to maximise community benefit and bring forward development that is in the best interests of the County and its people. The LDP will enable the delivery of sustainable development, and ensure that social, economic, environmental and cultural well-being goals are all suitably balanced in the decision making process so that the right development occurs in the right place.
- *Tackling Poverty* - Work in the early years of a child's life can help support families and mitigate the effects of deprivation on future life chances and prospects. Early Years provision at the earliest possible stage in a child's life can help prevent the escalation of need into more costly statutory services, support children to achieve at school and break the cycle of poor future outcomes; particularly those caused by Adverse Childhood Experiences. At the same time, key public health messages can be promoted and conveyed helping to improve overall health and well-being.
- *Transformation & Future Council* - We are continuing to undertake and implement Commissioning Reviews. Options appraisals (the product of Commissioning Reviews) are designed to remodel services in order to reduce duplication and link services up. The Services in the Community pilot project has identified service gaps and duplication and provided a hub for local people and services providers to access greater information and support in relation to employment, education, training, health and well-being

Involving people

- *Safeguarding People from Harm* - Swansea Council is developing a co-productive approach within social services that has seen a change in how service users engage with the Council. We are continuing to open up procurement and commissioning processes to support co-productive approaches; we are co-producing a service specification for Independent Professional Advocacy and are involving citizens in the tender process. We are also involving citizens in the re-modelling and re-tendering of Supported Living
- *Improving Education & Skills* - We are involving teachers and pupils more through our monitoring and training work and by embedding Children's Rights within our schools. We have a number of established forums to involve children and young people in decisions through *Pupil Voice, Schools Councils, the Big Conversation and the Super Survey*. ERW regularly canvasses Headteachers' opinions and the ERW business plan was co-produced by partners across the region.

- *Transforming our Economy & Infrastructure* - 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.
- *Tackling Poverty* - The *Communities for Work + (CfW+)* and *Workways+* projects (under the banner of *Swansea Working*) aim to tackle unemployment and economic inactivity and provide employment support through intensive one to one mentoring. Individual people are involved and supported on their own journey to employment and beyond when they go into work. In addition to involving clients, the projects directly involve employers and training providers to see if there are any skill gaps that need filling so that clients are supported through that pathway. Support is not 'one size fits all' but rather is bespoke and tailored to the needs of both the individual and employers.
- *Transformation & Future Council* - The 'Services in the Community' cross-cutting transformation programme will involve the community in aspects of service design and development to ensure that better joined up services support residents in what matters to them. We are also building on the nature of our involvement with local people by developing a Co-productive approach to the review and development of a range of council services

Part 3 - How the Council is changing the way we work: Where the change needs to happen

The Council recognises that we have to work differently if we are to meet challenges in the future. For this change to happen we have to first change the Council-wide systems that support the delivery of specific services. We believe focusing on 'seven areas for change' within our organisation will best help us change the way we deliver services outside the organisation.

These critical 'areas for change' have already begun to adapt the ways they work:

Corporate Planning

The way we plan for the future and set our Well-being Objectives has changed. We undertook to review and publish our Corporate Plan for 2017/22 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 outlined in the Act.

The Plan also set 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.

To plan more effectively for the long term we plan for five years rather than one year. We also consider how each of our services apply the five ways of working and contribute to the seven national Well-being goals at the earliest stage. This means that planning involves the teams delivering services from the 'bottom up' as well as taking into account 'top down' information such as future trends, other objectives and the plans of our partners across the region.

An Integrated Impact Assessment cross-references activities with how they contribute to the Council's Well-being Objectives, which has now been built into service planning. The process helps services consider how activities are designed in line with the five ways of working and identifies associated risks, gaps and opportunities. Planning is increasingly informed by the active involvement of citizens in identifying our vision for the future.

Financial Planning

Each year the Council allocates financial resources to ensure we are able to take the steps necessary to meet our Well-being Objectives. The Annual budget is set in the context of the Medium Term Financial Plan and linked to the corporate planning process. This overarching strategy is a live document, which is updated as information is available and risk is understood.

Our transformation programme *Sustainable Swansea - Fit for the Future* underpins decision-making with clear budget principles including sustainable outcomes, prevention, engagement and new models of delivery (often working with partners). The programme's three areas of focus, Future Council, Transformation and Digital highlight the programme's long-term focus. Budget consultation involves residents, community groups, partners, employees, the School Budget Forum, Joint Phase Head Teachers, Trade Unions and others.

The budget setting process for 2018/19 saw the introduction of the five ways of working via a series of questions designed to challenge thinking. This question-based approach not only requires us to consider key corporate strategies and those of partners but also sets out how longer term interests and challenges can be met considering Welsh Government Future Trends. The Council's 2018 Prevention strategy commits to an 'invest to save' approach over a period of twenty years based on business cases that address preventative interventions, the facilitation and monitoring of this process is interrogated. We explore collaborative possibilities for sharing services with partners and pooling budgets. The impact of budget plans on plans of other services and those of partners are questioned. Finally, the potential for community budgets, and plans to involve people in setting and agreeing the budget are analysed. For the 2019/20 budget, we plan to further develop this approach by adapting the Future Generations Framework for Service Design. The *Sustainable Swansea – Fit for the Future* programme will be reviewed during 2018/19.

Workforce planning (people)

Cultural change is essential to meet the challenges of the future. To equip staff with the right skills and support Organisational Development, strategic aspirations have been set out for 2017-22 addressing leadership and staff development. Awareness of the five ways of working has been improved via training for elected Members and the integration of sustainable development within staff support for service planning. A long-term perspective has been encouraged via fore-sighting workshops attended by senior management.

Workforce planning helps to estimate future workforce requirements and calculate the numbers, nature and sources of potential employees who might meet that demand. Last year 16 workshops

briefed senior staff and managers across services on how to address this task with a view to improving sustainability and linking up with succession planning moving forward. A suite of tools and templates are available to support workforce planning activities, such as identifying career pathways through the council workforce and support succession planning activities. Workforce planning requirements are reviewed during service planning and information is used in the development of a corporate workforce plan.

Agile working practices are growing as a result of investment and an agile working culture is developing, which has an impact on leadership and management styles. Increased regional and partnership working and new governance models are leading to increased matrix working across teams.

Staff continue to be involved in corporate improvement activities through the Innovation Community – a group of passionate volunteers keen to make a difference, which has resulted in beneficial projects and outcomes.

The transformation of Human Resource and Organisational Development into a single streamlined service fit for the future includes the development of workforce planning expertise alongside the redesigned focus on supporting improved organisational effectiveness by harnessing technology and building new skills across the HR team. This will enable the function to provide a HR&OD consultancy service that is more wide reaching across all services.

Procurement

Sustainable procurement principles as set out within the Wales Procurement Policy Statement underpins the Council's procurement practice. Procurement officers work informally with services at the earliest stages of the procurement process so specifications can be developed by managers that consider value for money on a whole life basis (costs relating to maintenance, disposal and consumables are taken into account).

Supplier Suitability Questionnaires also include a section on sustainability focusing on environmental issues and but also address equalities and safeguarding in addition to more traditional technical and economic criteria.

Beyond Bricks and Mortar is an award winning initiative, which secures social benefits from construction and regeneration activity across sectors in the City & County of Swansea for the lasting benefits of the community. Community benefit clauses offer a new approach to public procurement. Clauses can be included to influence the following areas:

- Targeted training and recruitment benefiting, for example, the long-term unemployed.
- Supply chain initiatives committed to local sourcing.
- Community consultation (considerate contractors).
- Contributions to education.
- Promotion of social enterprises.
- Environmental benefits during works and at completion.

Our Community Benefit Policy was updated in 2016 and broadened this approach to encompass all Council procurement projects. Introducing community benefit clauses aims is to ensure that members of our community, especially young people and those who have been out of the job market for some time, are given opportunities for meaningful training and employment. This makes the most of opportunities to achieve added value and to maximise contribution to the Well-being Goals as a result of public sector spending in Swansea.

Swansea council actively supports local supplier development and understands the added value generated by procuring locally. For major projects, a supplier awareness session is run for local businesses with further support on E-tendering provided by Business Wales. The Council's Transformation & Future Council PDDC has developed an action plan, reviewed in line with the five ways of working, to implement sustainable procurement principles allowing local suppliers to bid for Council contracts. This process will be further improved by trialling the adaptation of the Future Generations Framework for Service Design.

Steps have also been taken towards promoting a circular economy approach with the refurbishment of a new agile working environment. This is being achieved by repurposing and re-using existing materials and equipment rather than buying new off catalogue. This approach, which developed new ways of working with social enterprise, was enabled by building on the experience of other public bodies particularly Public Health Wales.

Risk Management

The way the Council defines and manages risk was reviewed in 2017 in line with the Well-being of Future Generations Act. A new Risk Management Policy approved by Cabinet in 2017/18 sets out how we manage and communicate risk throughout the Council by incorporating the sustainable development principle's five ways of working. The new Policy will govern how the Council manages risks to achieving its priorities and objectives, risks arising from service delivery, risks to corporate and financial health and governance and the longer-term risks facing the Council and the community.

The Council tries to understand and address short and medium as well as the longer-term strategic risks and challenges facing the Council and the community. The Policy sets out that in doing so we need to prevent risks from occurring and to mitigate their impact should they occur. It also describes that we may need to work with others to prevent risks from occurring or to control and manage them. We need to be mindful that dealing with risks does not create risks and issues for other public bodies. Involving clients, customers and citizens in helping to prevent and to control and manage risks will help too.

When considering how to respond to risks, the Sustainable Development principle (Well-Being of Future Generations Act 2015) will be applied. There is also scope within the Policy through the incorporation into the policy of the 'involvement' principle of the Well-Being of Future Generations Act, for responsible officers / risk owners to involve citizens in identifying, evaluating and controlling risks where that is deemed relevant and appropriate by them. We are now in the process of implementing the policy.

Performance Management

In order to better measure what matters, performance indicators are as streamlined as possible. We have altered the target setting process to give services different options for setting targets that are appropriate to what the performance indicator is trying to achieve; for example, using stretch targets when we want to drive improvement and range targets when it is more appropriate to monitor performance is within certain parameters.

Service planning also now incorporates a qualitative way to record and track service contribution to the Council's Well-being Objectives and five ways of working so that progression over time and distance travelled can be reviewed along with risks, gaps and opportunities. This compliments quantitative measurement in being able to monitor progress and plan to meet our Well-being Objectives.

Assets

The Council is always looking at new ways to improve the way we manage our buildings, land and amenities more effectively. Collaborative working is an increasing feature of how we manage our estate. The Local Property Board enables public bodies to work together to find solutions that safeguard assets for the benefit of our communities in the long term. Moving forward, this work continues driven by the National Assets Working Group and links with Swansea Public Services Board's Local Well-being Plan.

In addition to working with partners, we involve citizens not just in consultation but by enabling them to take responsibility for assets enabling them to be used over the long term with safeguards in place for their retention at community level. A Community Asset Transfer Policy now clearly defines the requirements and a clear process for this action. This clarity and officer support has enabled 7 projects to progress to the final stages of the process in 2017/18. In addition, opportunities have been offered to allotment tenants across Swansea to self-manage their sites ensuring their sustainability and resilience. The support of a Community Recreation Development Officer has facilitated the community management of community centres and numerous green spaces.

Co-production is central to the development of 'Services in the Community', a series of pilot projects that aim to relocate partner organisations alongside Council services within communities. Citizens are involved in all aspects of design and development of the new community hubs to ensure that better joined up services support residents in what matters to them.

Changing the way we work helps the Council get better value from our assets. Agile working, where staff adopt technology that enables them to work anywhere, minimises underused office space as staff are able to share desk space. Savings have been delivered in excess of £1 million per annum revenue and £3 million in capital receipts. These changes also impact the way that staff work with a new focus on collaborative and more flexible working behaviours as part of virtual teams that can include partners outside the local authority. This approach has also transformed how we consider 'waste' equipment and furnishings by looking at how we can re-use, re-purpose or re-vamp items we already own rather than buying new.

Part 4 – Governance & Accountability

The Council recognises that it is still at the beginning of the journey to build the Act into its governance and accountability arrangements but has started to make good progress.

Governance

Sustainable development has been a central organising principle of Swansea Council since 2012, embedded within Swansea's governance via a Sustainable Development Policy. This has provided a good foundation to enable Swansea to start to assimilate the Well-being Duty and begin to progress from a position where mechanisms supporting sustainable development are consciously adopted to a future state where the five ways of working are an expected and automatically applied element of designing and delivering services. Initially, it was felt a standalone Future Generations Board was required to support and oversee the implementation Well-being of Future Generations Act. It was decided however that as the Council matures in its approach it is more appropriate that it becomes part of day-to-day business and decision-making within the Council.

The Well-being of Future Generations Act is increasingly being incorporated into all aspects of governance. The Council's first Well-being Statement was integrated within the Corporate Plan 2017/22 *Delivering a Successful and Sustainable Swansea*. Sustainable development principles are at the core of the Council's transformation programme *Sustainable Swansea – Fit for the Future* and the Council has started to use a question-based approach to building the five ways of working into the

budget setting process linked to the MTFP and Corporate Plan. Service Plans have been adapted to incorporate the Act by enabling services to better show their contribution to the Council's Well-being Objectives and how they can maximise that contribution through the five ways of working. This approach also enables services to record gaps, opportunities and risks that the Act highlights.

Work is underway to involve citizens more in local democracy and Council decision-making and a co-production strategy is in development to involve citizens more in service design and delivery.

The City and County of Swansea has approved and adopted a Code of Corporate Governance, which is consistent with the principles of the new CIPFA/SOLACE Framework '*Delivering Good Governance in Local Government 2016*'. The Council's Annual Governance Statement demonstrates how the Council is governing and making decisions in line with the Code and the principles of good governance. The Council's Audit Committee provides assurance on the effectiveness of internal control, risk management and governance in the Council.

The revised corporate Risk Management Policy and Framework seeks to embed the five ways of working into the identification, assessment, response and control of risk. The Council's Corporate Risks were reviewed and revised following the production of the Council's Corporate Plan 2017/22 and approval of the new Risk Management Policy

The Council's Corporate Risks listed below, which are aligned to our Well-being Objectives, are those risks that should they come into effect would have an impact on the whole Council and would have a detrimental impact on the ability of the Council to achieve its priorities and objectives:

- Regional working.
- Financial Control and Sustainable Swansea.
- City Centre redevelopment.
- Safeguarding vulnerable people.
- Pupil attainment and achievement.
- Tackling Poverty.
- Workforce strategy.
- Digital, data and information security.
- Emergency planning, resilience and business continuity.
- Health & Safety.
- New legislative and statutory requirements.
- Decision to leave the European Union (BREXIT)
- Tax Evasion.

The revised Corporate Risks were recorded onto the Corporate Risk Register before the start of the financial year. Cabinet now has joint-ownership of the Corporate Risks with the Corporate Management Team. All Cabinet Members have access to the Council's Corporate Risk Register. The Corporate Risks are reviewed each month and, going forward, will be jointly reviewed by CMT and Cabinet each quarter. Since the approval of the new Policy, Audit Committee receives a report each quarter on the overall status of risk in the Council. Audit Committee has access to the Corporate Risk Register and a copy is included in the Audit Committee public reports pack.

Accountability

The Council reports performance using local and national indicators to help measure progress meeting its Well-being Objectives. A performance monitoring report is presented to Cabinet each quarter and at the end of the financial year. These reports are subject to review by the Council's scrutiny panel on a quarterly and annual basis. In addition, the Council is subject to a national performance framework

and progress is measured using national Public Accountability Measures. A summary of the Council's performance against national performance measures for 2017/18 is included in this report.

Inspection and audit bodies, such as the Wales Audit Office, Estyn and the Care Inspectorate Wales, test the performance of specific services and the extent to which the Council is contributing to the national goals and maximising its contribution through the five ways of working. These regulatory bodies publish their findings; in their Annual Improvement Report on Swansea Council for 2017/18, the Wales Audit Office found that the Council is meeting its statutory requirements in relation to continuous improvement.

The Council consults and engages with the people of Swansea and others on how they view the services provided by the Council. Complaints and compliments from the public and service users are also a source of information used to improve services. The Council is seeking to harness the potential of user powered digital tools to track outcomes. An innovative example is the early development of an online well-being tool for schoolchildren – My Selfie. This has been developed and piloted with several schools and gives a child's insight into their well-being.

Many Committee meetings are open to the public and questions welcomed. This includes Council, Scrutiny and Swansea Public Services Board Partnership meetings. Elected members provide a valuable source of challenge for political and executive leadership teams. They ensure that not only progress is satisfactory but also that the way that it is achieved has the best impact possible on other services and organisations within Swansea. Several well-attended training sessions were organised for councillors, scrutiny members and community and town councillors in 2017/18 and have helped equip councillors with an understanding of sustainable development that they use to challenge the planning and delivery of services. The Cabinet Member for Better Communities (people) has the portfolio responsibility for embedding the Well-being of Future Generations Act into the Council's business.

Scrutiny members in particular use the ways of working to hold Cabinet Members and the Public Services Board to account. Questions are increasingly framed around the five ways of working. Cabinet Members are systematically required to report on the impact of the Well-being of Future Generations Act on their portfolio and the way they work and make decisions. They are asked to explain the links between the Public Services Board and their work and how this makes a difference.

The Public Services Board is also subject to regular scrutiny as to how it is making a difference. Statutory members are invited to give evidence relating to the priorities on which they lead. Scrutiny consists of not only elected Members but representatives of PSB partner organisations. The panel is made up of the Chairs of other Scrutiny Committees ensuring an integrated and robust approach to inquiry.

Scrutiny has contributed to the Council meeting its key priorities in a number of ways:

- A number of recommendations were made on how the Council can improve and develop the way it works with others across the region for the benefit of Swansea and its residents. For example concerning strengthening governance arrangements of regional bodies, the need for better communications between regional and local working, and evaluating impact in order to clearly demonstrate value and learn from experience.
- Recommendations from previous inquiries were implemented to improve and develop school governance, building sustainable communities, and school readiness.
- The work of scrutiny over the past year has also focussed on the Sustainable Swansea Programme, with all Commissioning Reviews undergoing pre-decision scrutiny, ensuring there

is 'critical friend' challenge to proposed decisions. There is also monitoring of outcomes from earlier reviews.

- There is a regular 'conversation' between scrutiny and cabinet members through Chairs letters. These allow the committee and panels/working groups to communicate quickly with relevant cabinet members following meetings. They use these letters to raise concerns, highlight good practice, and make recommendations.
- The Corporate Safeguarding Annual Report is a regular item discussed by the Scrutiny Programme Committee.
- The Schools Scrutiny Performance Panel continues to contribute to pupil attainment through its work with individual schools, and school improvement generally.
- A new inquiry into Equalities will be getting underway during 2018.

Regional working

The reports in this Review on progress undertaking the steps to meet our well-being objectives set out how we are working in collaboration with others. There are three key regional partnerships that the Council is participating in: Swansea Bay City Deal, Western Bay and ERW School improvement.

The Council's Regional Working Scrutiny Inquiry made some recommendations to improve regional working. They concluded that Regional working can be improved by:

- Welsh Government providing clarity and simplifying the regional picture across Wales
- Addressing the challenges to harmonisation that regional working requires
- Recognising positives, identifying and addressing the barriers to regional working for Swansea and its partnerships
- All regional partnerships having good governance, challenge and scrutiny arrangements
- Ensuring partnerships/regional collaborations are involving the right organisations including the third and private sector
- Assessing future resource requirements, ensuring we are learning from past experience and that our future planning is joined up
- Ultimately ensuring that regional working activities are clearly demonstrating positive impacts for the residents of Swansea

The Council's Cabinet accepted all relevant recommendations and has developed an action plan to put them into effect.

Summary of our performance against National Indicators 2017/18

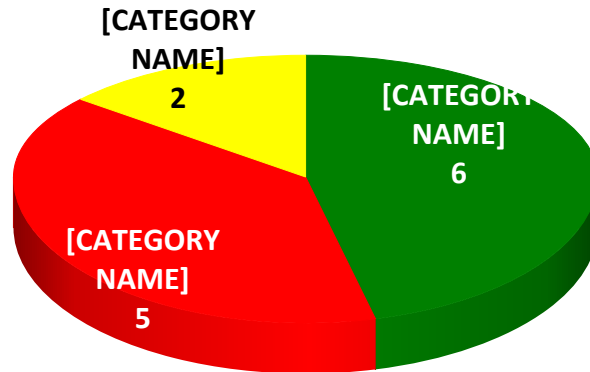
Each year, the Welsh Government and Data Cymru (formerly the Local Government Data Unit) publish resources on [local authority performance information](#). This makes it possible to compare the performance of the 22 Welsh local authorities across those services. This section summarises how we performed in 2017/18 in comparison with the previous year.

National Performance Compared with the Previous Year

In 2017/18, 31 performance indicators were collected and proposed to be published nationally. Due to changes in publication dates of data sets, at this time, of the 31 indicators, 13 have data that can be compared against 2016/17 performance, of which:

- 6 showed an improvement, or stayed at 100%;
- 2 remained the same; and
- 5 showed a decline.

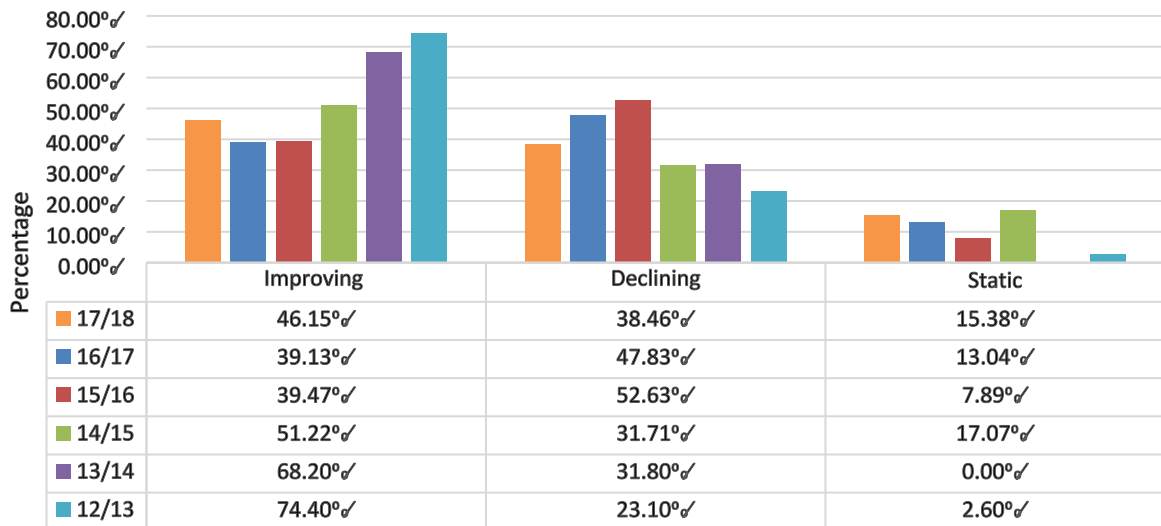
SUMMARY OF 2017/18 PAM/NSI'S SHOWING IMPROVEMENT, STATIC OR DECLINED ON 2016/17 POSITION IN WALES



The table below represents a comparison over the last 5 years of how we have performed against other councils in Wales based on the national indicators published for each year.

When comparing data sets between different years it has to be borne in mind that each year had a differing number of statutory indicators analysed.

**End of Year Report Measures 17/18
(PAM and National Data Compared with previous years)**



In previous years, we have analysed where indicators are placed in quartile positions compared with their relational Pis for each Council department. This year as the comparisons are of low numbers it is not representative to show the respective quartiles in terms of a departmental analysis. Missing datasets for Waste and Social Services will be made available to the public via [Data Cymru](#) at the relevant time.

However, the list of Comparable National Measures currently available can be found at <http://www.mylocalcouncil.info/>, which includes historical national performance information.

Where to find additional information

If you have any questions or comments on the content of this plan, you can contact by: Email to improvement@swansea.gov.uk Telephone 01792 637570. The Corporate Plan 2017/22 can be found in the archive by clicking on the following link:

<https://www.swansea.gov.uk/article/42188/Corporate-Plan-2017-22>

Corporate Plan 2018/22 Delivering a Successful and Sustainable Swansea:

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

PSB Well-being Plan

<https://www.swansea.gov.uk/localwellbeingplan>. More information in the Public Service Board can be found here : <http://www.swansea.gov.uk/psb>

Well-Being of Future Generations (Wales) Act 2015

<http://gov.wales/topics/people-and-communities/people/future-generations-act/?lang=en>

Scrutiny Board Reports

<https://www.swansea.gov.uk/scrutiny>

Audit Committee

<https://democracy.swansea.gov.uk/ieListMeetings.aspx?CId=123&Year=0&LLL=0>

Equality & Diversity

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

Wales Audit Office inspection reports

http://www.audit.wales/publications?combine=&field_topics_tid_i18n=All&field_sectors_tid_i18n=55&created_1=All&field_area_tid_i18n_1=All&field_reports_tid_i18n=All&=Update+Results

Estyn Inspection Reports

<http://www.estyn.gov.uk/english/inspection/inspection-reports/?searchTitle=&searchType=All&localAuthority=51&searchPostcode=&searchDistance=10&submitted=1>

Care and Social Services Inspectorate Wales (CSSIW) Inspection Reports

<http://cssiw.org.uk/our-reports/?lang=en>

My Local Council

<http://www.mylowalcouncil.info/>

Agenda Item 8

Service Improvement and Finance Scrutiny Performance Panel

Work Plan 2018/2019

All Meetings will take place in Committee Room 5
10am – 12pm (Unless stated otherwise)

Meeting 1 Tuesday June 5th	1. Election of Convener 2. Role of Panel and Terms of Reference <ul style="list-style-type: none">• Cllr Chris Holley 3. Work Plan 2018-2019 <ul style="list-style-type: none">• Cllr Chris Holley
Meeting 2 Commissioning Review Tuesday June 19th 11am – 1pm	Cultural Programme – Final Bidder Options <ul style="list-style-type: none">• Martin Nicholls – Director Place• Tracey McNulty – Head of Cultural Services• Robert Francis-Davies – Cabinet Member Culture, Tourism and Major Projects
Meeting 3 Tuesday July 10th Committee Room 3 Civic Centre	1. Welsh Language Standards Annual Report 2017/18 <ul style="list-style-type: none">• Julie Nicholas Humphreys - Customer Services Manager• Cllr Clive Lloyd – Cabinet Member for Business Transformation and Performance 2. Charges Item <ul style="list-style-type: none">• Chris Williams – Head of Commercial Services• Cllr Clive Lloyd – Cabinet Member for Business Transformation and Performance
Meeting 4 Tuesday August 14th	1. End of Year 2017/18 Performance Monitoring Report <ul style="list-style-type: none">• Richard Rowlands – Corporate Performance Manager
Meeting 5 Tuesday September 11th	1. Recycling and Landfill - Annual Performance Monitoring <ul style="list-style-type: none">• Chris Howell – Head of Waste Management and Parks• Cllr Mark Thomas – Cabinet Member for Environment and Infrastructure Management

Meeting 6 Thursday September 27th Committee Room 2 Civic Centre	1. Equality Review Report 2017/18 <ul style="list-style-type: none"> • Richard Rowlands – Corporate Performance Manager • Cllr Mary Sherwood – Cabinet Member for Better Communities 2. Q1 2018/19 Performance Monitoring Report <ul style="list-style-type: none"> • Richard Rowlands – Corporate Performance Manager
Meeting 7 Monday October 29th	1. Q1 Revenue and Capital Budget Monitoring 2018/19 <ul style="list-style-type: none"> • Ben Smith – Head of Financial Services and Service Centre 2. Revenue Outturn and Savings Tracker 2017/18 <ul style="list-style-type: none"> • Ben Smith – Head of Financial Services and Service Centre 3. Revenue Outturn 2017/18 (HRA) <ul style="list-style-type: none"> • Ben Smith – Head of Financial Services and Service Centre 4. Capital Outturn and Financing 2017/18 <ul style="list-style-type: none"> • Ben Smith – Head of Financial Services and Service Centre
Meeting 8 Tuesday November 13th	1. Annual Review of Performance 2017/18 <ul style="list-style-type: none"> • Richard Rowlands – Corporate Performance Manager • Cllr Clive Lloyd – Cabinet Member for Business Transformation and Performance 2. Reserve Update <ul style="list-style-type: none"> • Ben Smith – Head of Financial Services and Service Centre 3. Mid-Year Budget Statement 2018/19 <ul style="list-style-type: none"> • Ben Smith – Head of Financial Services and Service Centre
Meeting 9 Tuesday December 11th	1. Annual Review of Well-being Objectives and Corporate Plan 2018/22 <ul style="list-style-type: none"> • Richard Rowlands – Corporate Performance Manager • Cllr Rob Stewart – Cabinet Member for Economy and Strategy

	<p>2. Welsh Public Library Standards Annual Report 2017/18</p> <ul style="list-style-type: none"> • Karen Gibbins - Principal Librarian for Information & Learning • Cllr June Burtonshaw – Cabinet Member for Better Communities – Place <p>3. Planning Annual Performance Report</p> <ul style="list-style-type: none"> • Ryan Thomas - Development Conservation and Design Manager • Cllr David Hopkins – Cabinet Member for Delivery <p>4. Q2 Budget Monitoring</p> <ul style="list-style-type: none"> • Ben Smith – Head of Financial Services and Service Centre
<p>Meeting 10 Tuesday January 15th</p>	<p>1. Q2 Performance Monitoring Report</p> <ul style="list-style-type: none"> • Richard Rowlands – Corporate Performance Manager <p>2. Corporate Complaints Annual Report 2017/18</p> <ul style="list-style-type: none"> • Julie Nicholas Humphreys - Customer Services Manager • Cllr Clive Lloyd – Cabinet Member for Business Transformation and Performance <p>3. Budget Proposals</p> <ul style="list-style-type: none"> • Ben Smith – Head of Financial Services and Service Centre • Cllr Rob Stewart – Cabinet Member for Economy and Strategy
<p>Meeting 11 Tuesday February 12th Council Chamber Guildhall BUDGET MEETING</p>	<p>1. Q3 Budget Monitoring</p> <ul style="list-style-type: none"> • Ben Smith – Head of Financial Services and Service Centre <p>2. Annual Budget</p> <ul style="list-style-type: none"> • Ben Smith – Head of Financial Services and Service Centre
<p>Meeting 12 Wednesday March 6th</p>	<p>1. Review of Community Groups – Friends of Parks/Community Centres</p> <ul style="list-style-type: none"> • Tracey McNulty – Head of Cultural Services • Cllr June Burtonshaw – Cabinet Member for Better Communities – Place <p>2. Commissioning Review Item</p>

Meeting 13 Tuesday April 9th	1. Q3 Performance Monitoring Report <ul style="list-style-type: none">• Richard Rowlands – Corporate Performance Manager
--	---

To be scheduled;

- Commissioning Reviews 2016/17 Evaluation Item
- Additional Commissioning Reviews (TBA)
- Welsh Housing Quality Standards (TBA)
- Local Government Performance Bulletin 2017/18
- Audit Items