



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, 11 December 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

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| 1 | Apologies for Absence. | |
| 2 | Disclosure of Personal and Prejudicial Interests.
www.swansea.gov.uk/disclosuresofinterests | |
| 3 | Minutes.
To approve & sign the Notes of the previous meeting(s) as a correct record. | 1 - 5 |
| 4 | Public Questions | |
| 5 | Budget Update <ul style="list-style-type: none">Ben Smith - Head of Financial Services & Service Centre | 6 |
| 6 | Quarter 2 Budget Monitoring <ul style="list-style-type: none">Ben Smith - Head of Financial Services & Service Centre | 7 - 24 |
| 7 | Annual Review of Well-being Objectives and Corporate Plan 2018/22 <ul style="list-style-type: none">Councillor Clive Lloyd – Cabinet Member for Business Transformation and PerformanceRichard Rowlands – Corporate Performance Manager | 25 - 81 |
| 8 | Planning Annual Report 2017/18 | |

- Councillor David Hopkins – Cabinet Member for Delivery
- Ryan Thomas - Development Conservation and Design Manager

9 Work Plan 2018/19

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Next Meeting: Tuesday, 15 January 2019 at 10.00 am

Huw Evans

Huw Evans
Head of Democratic Services
Tuesday, 4 December 2018
Contact: Scrutiny 636292

Agenda Item 3



City and County of Swansea

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

Committee Room 5 - Guildhall, Swansea

Monday, 29 October 2018 at 10.00 am

Present: Councillor C A Holley (Chair) Presided

Councillor(s)

P R Hood-Williams

P K Jones

Councillor(s)

L James

J W Jones

Councillor(s)

M H Jones

D W W Thomas

Officer(s)

Bethan Hopkins

Ben Smith

Scrutiny Officer

Chief Finance Officer / Section 151 Officer

Apologies for Absence

Councillor(s): P Downing and B J Rowlands

1 Disclosure of Personal and Prejudicial Interests.

- None

2 Public Questions

- None

3 Financial Report

4 Capital Outturn and Financing 2017-18

- Section 151 Officer went through the report
- Underspend is bad for capital but good for capital financing costs
- Have obligations under the Well-being of Future Generations Act 2015
- Underspends on disables facilities grants and Pipehouse Wharf move needed more explanation
- Discussed some other underspends

5 Q1 Revenue and Capital Budget Monitoring 2018-19

- Most of the overspend is in social services
- Limited options to triage overspend
- 2019/2020 will see the roll forward of some of the overspend pressures, as these are one off actions only in 2018-19

- Spend has to be slowed – and this needs to be demonstrated
- Minority Ethnic Achievement Grant reinstated so reserve not needed
- Housing Revenue Account is in healthy position
- Council faces challenging financial position
- General reserves at a minimum level already
- Any money from WG in future is likely to be for social services
- Discussed invest to save initiatives – green vehicles and sustainable drainage

6 Revenue Outturn and Savings Tracker 2017-18

- Services overspent by £7m
- General reserves are reduced and this won't be able to happen next year
- The education underspend is due to recoupment and independent placements so predicting the amount is volatile – some years under and some over
- Savings should be reasonable and achievable
- Discussed business rates and how much would be retained by the Council for any new build

7 Revenue Outturn Housing Revenue Account 2017-18

- Straightforward report
- No further plans or comments outside of the report

8 Work Plan 2018 - 2019

The meeting ended at 11.30 am

Chair

To/
Councillor Rob Stewart
Cabinet Member for Economy and Strategy

BY EMAIL

*Please ask for:
Gofynnwch am:*

*Direct Line:
Llinell Uniongyrochol:*

*e-Mail
e-Bost:*

*Date
Dyddiad:*

Overview & Scrutiny

01792 636292

scrutiny@swansea.gov.uk

13th November 2018

Summary: This is a letter from the Service Improvement and Finance Performance Panel to the Cabinet Member for Economy and Strategy. The Panel met on 29th October 2018. This letter relates to the Capital Outturn and Financing 2017/18 Report, the Q1 Capital Revenue and Capital Budget Monitoring Report 2018/19 and the Revenue Outturn and Savings Tracker 2017/18.

Dear Councillor Stewart,

On the 29th October 2018 the Panel met to discuss the Capital Outturn and Financing 2017/18 Report, the Q1 Capital Revenue and Capital Budget Monitoring Report 2018/19 and the Revenue Outturn and Savings Tracker 2017/18.

We are grateful to the Section 151 Officer for presenting the reports and providing detail.

We heard that overall, Swansea like many other local authorities is in a challenging financial position. We heard that there is currently a spend restriction for officers and a vacancy restriction has been imposed. We also heard that we do have obligations as a public body under the Well-being of Future Generations Act 2015 which can make some decisions more challenging.

Capital Outturn and Financing 2017/18

We were told that there have been historic underspends on Disabled Facilities Grants to the amount of £973,000 which has been transferred to capital contingency for use in the future wider capital programme.

We also heard of the progress of the Pipehouse Wharf relocation. We heard there is a delay leading to a £1,776,000 underspend.

We were updated about a contractual delay preventing commencement of scheme 5 in the Sandfields leading to a £1,487,000 underspend.

OVERVIEW & SCRUTINY / TROSOLWG A CHRAFFU

SWANSEA COUNCIL / CYNGOR ABERTAWE

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To receive this information in alternative format, or in Welsh please contact the above

The Panel would also like to have feedback on the following project underspends.

<u>Project</u>	<u>Underspend in millions</u>
Carriageway resurfacing and footways	£2,069
Highways Invest to save schemes (carriageways and footways)	£1,000
LTNF bus infrastructure, telematics and bus shelters	£1,010
Housing Disabled Facilities Grants	£4,412

Q1 Revenue and Capital Budget Monitoring Report 2018/19

The Panel was told there was a £8.9m overspend in the first quarter of 2018/19 and there is expected to be no change in overspend in the year. As with many other local authorities, much of this is due to pressure from social services.

Some reserves have helped to ease this however, the overspend is above where it should be and there is no option but to deal with it.

We heard that spend now needs to be slowed as 2019/20 will see the impact - we need to examples of this slowing spend in action. Any money which comes from Welsh Government is likely to be allocated to social care and grants are only a temporary solution.

There is also good news with the reinstatement of the Minority Ethnic Grant.

Revenue Outturn and Savings Tracker 2017/18

The report outlined that services overspent in 2018/18 by £7m. Some general reserves have been used to ease this, however this is not an option going forward and is unsustainable with 2019/20 given the impact of the cuts which need to be made.

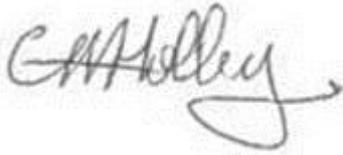
Conclusion

The Panel would like to hear your views on anything mentioned in this letter but would particularly like a response to the questions;

1. Why is there a historic underspend on Disabled Facilities Grants?
2. What is causing the delay of the Pipehouse Wharf move?
3. Why is there a delay preventing commencement of scheme 5 in the Sandfields?
4. Can you please give us an update on the overspends in the table above?

We would be grateful if you could respond to the questions included in this letter by 4th December 2018.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'C. Holley', with a stylized flourish at the end.

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

Agenda Item 5



Report of the Convener

To the Service Improvement and Finance Scrutiny Performance Panel – 11th
December 2018

Budget Update

Purpose:	To update the Service Improvement and Finance Panel on the most recent position regarding the budget.
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
Lead Officer & Report Author:	Bethan Hopkins – Scrutiny Officer Tel: 01792 636292 E-mail: bethan.hopkins@swansea.gov.uk

1. Background

- 1.1 The Development and Regeneration Scrutiny Performance Panel is the Panel which scrutinises the performance and financial position of the Council.
- 1.2 A range of reports comes regularly throughout the year for oversight and comment. This item is a verbal update.
- 1.3 The aim of the meeting is to hear about updates on the current financial position and ask questions about any aspects which are not clear or require further explanation.

2. Conclusions/Key Points Summary

- 2.1 The Panel are being asked to review the reports attached and feedback any comments to the relevant Cabinet Member via a Conveners letter.

Appendices:

- None

Agenda Item 6



Report of the Cabinet Member for Business Transformation & Performance

Cabinet – 15 November 2018

Revenue and Capital Budget Monitoring 2nd Quarter 2018/19

Purpose:	To report on financial monitoring of the 2018/19 revenue and capital budgets, including the delivery of budget savings.
Policy Framework:	Budget 2018/19 Transformation and Future Council (Sustainable Swansea –fit for the future)
Consultation:	Cabinet Members, Corporate management Team, Legal Services and Access to Services.
Recommendation:	It is recommended that the comments and variations in this report, and the actions in hand to address these, are noted.
Report Author:	Ben Smith
Finance Officer:	Ben Smith
Legal Officer:	Tracey Meredith
Access to Services Officer:	Catherine Window

1. Background and Introduction

- 1.1 This report details forecast variations from the agreed budget for 2018/19, including the latest assessment of the delivery of savings.
- 1.2 In respect of Revenue Budgets, this report provides a consolidated forecast which combines:

- projected variations (mainly shortfalls) in relation to budget savings agreed by Council in March 2018
- Variations arising from other service pressures not directly linked to specific savings plans (e.g. increased demand)

1.3 The report includes comments from Directors in relation to the variations highlighted and the action that is in hand or proposed as appropriate.

2. Revenue Outturn Forecast Based on 2nd Quarter position

2.1 Appendix 'A' to this report details the approved Revenue Budget for 2018/19 and the forecast variation at this time.

2.2 Other than projected variations on Directorate expenditure, it is still too early to forecast variations that may arise on some significant Corporate items including the level of Council Tax collection (although it more often than not achieves a modest surplus) – it is assumed at the current time that these remain largely as per the approved budget.

2.3 The overall Directorate position is summarised below:-

<u>DIRECTORATE</u>	FORECAST VARIATION 2018/19 £000	SAVINGS VARIATION 2018/19 £000	OTHER VARIATION 2018/19 £000
RESOURCES (inc. all Business Support)	1,163	1,783	-620
PEOPLE - POVERTY AND PREVENTION	-130	0	-130
PEOPLE - SOCIAL SERVICES	6,466	4,705	1,761
PEOPLE – EDUCATION	0	-25	25
PLACE	0	590	-590
Reduction in sickness costs	1,000	1,000	0
<u>NET DIRECTORATE EXPENDITURE</u>	8,499	8,053	446

2.4 Directors' comments on the above variations are shown at Appendix B :-

2.5 Within the *Sustainable Swansea* Delivery Programme, work continues to develop service delivery plans that will include all savings requirements across all strands. This includes the cross cutting nature of new reviews as well as the completion of current in-flight reviews. However, the reduction in sickness costs target is now shown as an individual line in terms of likely variance. This target was originally allocated out to each Directorate and delivery was reliant upon cross council changes to Terms & Conditions which have not yet been progressed to a point of releasing any cashable savings for 2018-19.

2.6 The above potential overspend remains a significant risk and needs to be immediately addressed on a whole Council basis as it would be unacceptable to have any further risk of a draw from General Fund reserves at year end. A number of the overspend areas follow on from the outturn position for 2017/18 and need to be considered in the light of the forecast savings going forward within the 2018/19 budget, Medium Term Financial Plan, and the cumulative effect of non-achievement of savings going forward.

2.7 Corporate Management Team has re-enforced the current arrangements for budget monitoring in particular :-

- focus on a range of corrective actions;
- targeted immediate spend reduction action;
- further increased spending control on all vacancies and contracts;

2.8 Offsetting opportunities do exist to ameliorate some of the identified service pressures as follows.

- £1m was set aside in the budget for the potential costs relating to the impact of the Apprenticeship Levy. The final costs relating to this levy will only be known once final employee related costs are calculated at the year end. Should the full allocation not be required then any saving will be proposed to be used to mitigate service pressures at year end.
- £1m was also set aside to meet any specific and significant inflationary increases arising in year. Given the overall financial projection at this stage it is proposed by the S151 officer that rather than allocate elements to any potential specific inflationary pressures that the whole amount is immediately used to offset the pressures listed above. This is likely to exacerbate reported service spending pressures further in due course but is a necessary immediate step to be taken.

2.9 It should be noted that on the basis of bids already committed to the Council's remaining Transformation Fund reserve (balance at 1 April 2018 remaining was £193,000)this remains committed and cannot therefore be used to fund further transformative work unless and until monies advanced for existing plans start to crystallise additional and significant savings to pay back to the fund, not merely help unlock already planned budgeted savings.

3. Contingency Fund Provision for 2018/19

3.1 The contingency fund is set at the £3.45m contribution for 2018/19 as set out in the budget report approved by Council on 6th March 2018. This is significantly lower than in recent years.

3.2 The current potential calls on the contingency fund for 2018-19 are:-

Contingency Fund 2018/19	Prediction
	2018/19 (£m)
Original contribution for year	3.450
City Deal revenue contribution.	-0.050
Statutory Data Protection Officer post (but to be reimbursed from the Restructure Reserve £53k)	0.000
Occupational Health support	-0.033
Targeted social care provider support	-0.275
ER/VR in year costs	-1.367
Balance 31st March 2019	1.725

The above table lists potential calls on the budgeted contingency fund. The final amounts will be dependent on a number of factors during the year including speed of implementation, actual costs/commitments incurred and final Directorate outturn position. Spend approvals will be deliberately limited to seek to maximise underspend here as part of mitigating budget savings action. Updates will be provided during the financial year as part of the routine quarterly reporting to members.

City Deal contribution of £50k per annum will be met initially in 2018/19 from the Contingency and be base budgeted for in future years. There will also be a 1.5% top slice fee which will, where at all possible, be funded by capital flexibilities (and thus charged to capital) as part of the final agreed City Deal terms.

Any departures under ER/VR in 2018-19 up to a maximum of £1.367m are again currently planned to be charged to the contingency fund as a one off cost to release future revenue savings. Any excess costs will fall to the restructure reserve, simply to conserve some headroom in the contingency fund.

The remaining balance of £1.725m (was £2m estimated in Quarter 1) is proposed by the S151 Officer to be utilised to fund forecast service pressures outlined in table 2.3 above and shown in Appendix A.

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 has been primarily utilised in meeting ER/VR costs and facilitating some smaller scale innovative and transformative working and will therefore not be charged against the Contingency Fund. This sum has already been fully utilised.

The S151 officer proposes to reserve his final position on the recommended levels of use of the restructure reserve and contingency fund until the success or otherwise of reducing the forecast overspend is known at year end.

3.3 The initial scale of potential overspends for 2018/19 remain significantly in excess of any potential sums available to offset that shortfall. The current indication is that there

still needs to be yet more urgent and decisive action to pursue additional savings across the Council.

3.4 The action being taken includes working through existing plans on an accelerated delivery basis :

- Management and Business Support Review: ongoing comprehensive review of the management structure across the Council and future requirements given the Council's priorities, future challenges and the changing nature of the role of managers
- Reducing the Pay Bill: review of options to reduce employee costs across the Council as part of our overall future workforce strategy (subject to trade union consultation at the appropriate time)
- Commercialism through third party Procurement Savings and Income Generation: review of further options to increase income from fees and charges, trading etc, in addition to the targets already set for 2018/19
- Progressing Commissioning Reviews and Cross Cutting Themes.
- Implementation of the Leading Learners transformation programme for Education that outlines a range of projects.
- Further implementation of the Adult Services Saving Plan through which we have identified mechanisms for bringing down overall costs.
- Strengthening and tightening further the extant spending restrictions which have been reviewed, refreshed and reissued by Corporate Management Team.

3.5 It should be noted that at this time, although the Council continues to pursue a number of VAT related claims, some are more advanced than others, there is NO certainty of windfalls from VAT refunds or any other external source being received in the current year.

4. Revenue Budget Summary

4.1 The position reported above reflects the best known current position. A net £8.5m of shortfall in revenue budgets, offset by £2.75m of identified additional savings from the non-allocation of the Inflation provision (£1m) together with restricting the use of the Contingency Fund to release £1.75m. In addition as per 4.9 below the S151 officer is proposing a one off usage of £3m from a review of ear marked reserves this leaves a forecast overall £2.8m overspend forecast for the year at the end of the second quarter.

4.2 Corporate Management Team have reinforced the expectation that overall net expenditure must try to be contained within the limits of the current year budget as set by Council.

4.3 As previously mentioned, it is too early to provide an accurate forecast as to the potential outturn on corporate items such as Council Tax collection which is in itself potentially affected by the effects of welfare reform measures, but offset by an often increasing tax base.

4.4 Included in the projected budget for 2018/19 for other corporate items were budgeted increases in capital finance charges, recognising the need to commence funding for the ambitious Capital Programme. At this stage no variance is forecast, as the Swansea Central Scheme passes through the corporate approval mechanism in the

next quarter and construction and funding is envisaged to commence soon after. In any case any underspending will be transferred at year end to the capital equalisation reserve, a strategy previously agreed by Council to help bridge the envisaged delivery time frame with the 15 year funding profile of the City Deal . This will be reviewed and updated during the year as various capital schemes/programmes progress.

- 4.5 The overall judgement at this point is that there is a continued urgent need to identify significant additional budget savings across all Council Services to improve the 2018/19 position. Based on the level of the current forecast this achievement for 2018/19 is looking once again, extremely challenging.
- 4.6 There remains a degree of confidence that some further minor inroads can be made into the forecast overspend position by ongoing management and member action. Equally, the scale remains such, that it would be on balance very unlikely that spending can be fully contained in year without wide scale mitigation actions, including those set out in this report.
- 4.7 There continue to be increasing risks around general in year inflationary pressures (including a much higher than previously budgeted teachers' pay award from September, with only a token part funding offer from Welsh Government, and financial sustainability of some social care provision). Nevertheless the Council simply cannot afford to fully fund them, savings will have to be made elsewhere to meet such pressures.
- 4.8 Detailed monitoring of budgets will continue to be carried out and reported to Departmental Performance and Financial Management meetings on a monthly basis.
- 4.9 Within the Council approved budget for 2018-19 was an element of funding from the General Reserve of £1 million to fund support for Minority Ethnic achievement and the education of Gypsy/ Traveller learners and School Uniform Grants. The grant funding having been effectively simply withdrawn by the Welsh Government. Following concerns and lobbying from members and officers across Wales as to the impact of this reduction in grant, Swansea Council received a letter on the 17th May from the Welsh Government stating that it would provide the majority of the funding previously withdrawn for 2018-19, albeit in slightly different ways. The shortfall in funding related to the School Uniform Grant and amounted to approximately £60,000. Welsh Government has recently announced an effectively wider replacement scheme for this aspect of funding as well. Therefore, the whole planned emergency draw from General Reserves can be considered fully unwound.

To help mitigate overspend pressures further, in light of general reserves being at the minimum declared safe level, and thus no meaningful overspend being acceptable, the S151 officer has consulted previously with Directors and proposed to immediately draw £3m from earmarked reserves. This has been previously reported to Cabinet and is reflected in the S151 Officer Review of Reserves report going to Council in October.

The proposed draw includes relative modest sums from the restructure reserve and the insurance reserve, but more importantly exhausts over 20 other reserves in full. 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.

CMT agreed at the end of the first quarter a nominal additional savings stretch target of £1m per directorate – £3m in total, designed to ensure residual overspends are addressed by offsetting underspends elsewhere. The success of this approach to date has been very limited and will continue to need to be closely monitored and if it does not further ameliorate the residual spending pressures, further emergency action will have to be considered during the third quarter.

For the avoidance of doubt, an overall overspend at year end is simply unacceptable to the S151 officer given it would mean otherwise that General Reserves go below the level already declared the bare minimum safe level, a level already proportionately below most other councils in Wales.

CMT has now further resolved to tighten vacancy freeze arrangements with immediate effect on the basis that the current overspend forecast is unacceptable and to maximise redeployment opportunities going forward given the outlook for public finances. The Chief Executive and Section 151 Officer are also personally reviewing larger scale contract and procurement spend with a view to ensuring it is strictly necessary.

In any case, it is imperative that sustainable base budget savings are found to replace these in year one off actions to stabilise the 18-19 budget ahead of an anticipated extremely challenging 2019-20 budget round, now confirmed by the very disappointing provisional local government finance settlement.

The Summary budget forecast position following the mitigating actions as outlined in 4.1 and above would now be :

Revenue Budget 2018/19	Prediction
	2018/19 (£m)
Service shortfall	8.499
Non allocation of Inflation provision.	-1.000
Non allocation of Contingency Fund	-1.725
One off use of Earmarked Reserves	-3.000
Remaining overspend 2018/19 – to be addressed by additional savings stretch target – up to £1m per Directorate	2,774

5. Capital Budget

5.1 Expenditure to 30th September 2018 is £39.535 million, summarised as follows:

Directorate	Budget 2018/19	Actual to 30/09/18	% spend
	£'000	£'000	
Corporate Services	5,376	283	5.3%
People	9,242	2,669	28.9%
Place (General Fund)	64,747	20,743	32.0%
Place (HRA)	57,744	15,840	27.4%
Total	137,109	39,535	28.8%

Expenditure on major capital schemes is detailed in Appendix D.

It should be noted that the actual spend to 30 September may only have 4 or 5 months costs relating to external invoices.

6. Housing Revenue Account

6.1 There are no material budget issues to flag at this stage of the year. There are some anticipated underspends on employee costs (currently forecast at around £200K) and any slippage on the capital programme may lead to a reduction in capital finance costs however it is too early in the year to make an accurate forecast. Overall the current repairs forecast is breakeven however actual spend to the end of August is significantly higher than for the same period last year, revenue repairs will continue to be monitored closely.

7. Legal Issues

7.1 There are no legal issues contained within this report.

8. Equality and engagement implications

8.1 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.

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

The revenue budget of the Council was approved following the application of the corporate Equality Impact Assessment (EIA) process throughout the Budget setting process. It is essential where service levels are affected by changes to the Revenue Budgets (including savings options) that the EIA process (alongside consultation and engagement as appropriate) is applied to ensure due regard is paid to the potential equality impacts of any proposals prior to decision making.

Background papers: - None.

Appendices:

Appendix A – Revenue Budget forecast 2018/19

Appendix B – Directors comments on variances

Appendix C – Savings tracker summary

Appendix D - Expenditure on major Capital Schemes

REVENUE BUDGET PROJECTION QUARTER 2 2018/19

<u>DIRECTORATE</u>	BUDGET 2018/19 £000	PROJECTED 2018/19 £000	VARIATION 2018/19 £000
RESOURCES	41,773	42,936	1,163
PEOPLE - POVERTY AND PREVENTION	6,608	6,478	-130
PEOPLE - SOCIAL SERVICES	112,093	118,559	6,466
PEOPLE – EDUCATION	168,008	168,008	0
PLACE	56,801	56,801	0
Reduction in Sickness costs	-1,000	0	1,000
NET DIRECTORATE EXPENDITURE	384,283	392,782	8,499
SPECIFIC PROVISION FOR APPRENTICESHIP LEVY/INFLATION	2,000	1,000	-1,000
CONTINGENCY FUND	3,092	1,367	-1,725
OTHER ITEMS			
LEVIES			
SWANSEA BAY PORT HEALTH AUTHORITY	86	86	0
CONTRIBUTIONS			
MID & WEST WALES COMBINED FIRE AUTHORITY	12,631	12,631	0
CAPITAL FINANCING CHARGES			
PRINCIPAL REPAYMENTS	16,066	16,066	0
NET INTEREST CHARGES	16,643	16,643	0
NET REVENUE EXPENDITURE	434,801	440,575	5,774
MOVEMENT IN RESERVES			
GENERAL RESERVES	0	0	0
EARMARKED RESERVES	-1,985	-4,985	-3,000
TOTAL BUDGET REQUIREMENT	432,816	435,590	2,774
DISCRETIONARY RATE RELIEF	400	400	0
TOTAL CITY AND COUNTY OF SWANSEA REQUIREMENT	433,216	435,990	2,774
COMMUNITY COUNCIL PRECEPTS	1,403	1,403	0
TOTAL REQUIREMENT	434,619	437,393	2,774
FINANCING OF TOTAL REQUIREMENT			
REVENUE SUPPORT GRANT	239,946	239,946	0
NATIONAL NON-DOMESTIC RATES	79,141	79,141	0
COUNCIL TAX - CITY AND COUNTY OF SWANSEA	114,129	114,129	0
COUNCIL TAX - COMMUNITY COUNCILS	1,403	1,403	0
TOTAL FINANCING	434,619	434,619	0

Director of Resources

Variance	£000	Explanation and Action
<u>Savings Variation</u>		
Management review of grade 10 and above	113	The management team is reviewing all grade 10 and above posts across the Directorate in order to achieve the savings by year-end.
Service review/regional working/shared services	75	These two savings are interdependent. As part of the review of grades 10 and above, Corporate Services is reviewing opportunities for service integration and shared back-office functions with partners to deliver this saving. The Service Review saving has been reduced to reflect over achievement on Business Support.
Stopping or reducing services through new ways of working	597	
Working commercially across the Council on income / contract spend, prioritising resources as per strategy and plan	973	The new contract monitoring governance process is working well and both procurement income savings and new commercial income are being delivered. However, there are issues of Services using additional income to off-set emerging Service pressures, which is impacting delivery of the corporate target.
Merging of Land Charges with Planning and Building Control as per the Commissioning Review	25	Plans are in place to merge the Planning and Land Charges team and savings achieved in the Place Directorate. It was planned that new ways of working would release this £25k in legal however, this is no longer possible therefore alternative savings are now being sought.
Establishing Business Support hubs in the People and Place Directorates	0	Plans are now agreed to deliver the original £600k target. The Social Services – Education hub will also deliver an additional £156k in year (reflected in the reduced service review target above).
Transfer and review of the Welsh Translation Unit, including cost and charges	0	The Welsh Translation Unit is continuing to review potential areas of change as a result of the review.
Other		
Council Tax Reduction Scheme (CTRS)	-620	At the end of Quarter two the Council Tax Reduction Scheme underspent by £620k. However, this budget delivers important support and is dependent on demand, particularly with the introduction of changes to Universal Credit. Hence, the final variance is extremely difficult to forecast.
Total Variation	1,163	

The Directorate has proactively and strictly managed spending for the first half of the year, in order to allow more time for the delivery of the more complex transformational savings. The table above identifies variances against those savings targets that are taking more time to deliver, particularly where they involve multiple services or external partners. Strict management of Directorate spend has therefore reduced the total variation down to £1.1m of which the savings shortfall has reduced down to £1.78m from £2.4m at the previous quarter. This approach will continue for the remainder of the year to manage the cash position.

Director of Social Services

Social Services

Variance	£000	Explanation and Action
Savings Variation		
Independent placements - Reduce current residential placements by 7 in 2018-19	1,400	Like most Councils across the UK, we are experiencing increased numbers of looked after children. Due to the general demand for external provision, the cost of such placements continues to rise. A new model of social work practice is designed to have a positive impact on the numbers of children in such placements.
Independent placements - Reduce current IFA placements by 5 in 2018-19	250	
Reduce mother and baby residential placements to 0 by 2018-19	50	The numbers requiring these placements have reduced and work to reach the goal of eliminating the need for such will continue.
Review of CHC arrangements - Maximise Health contribution for packages of care	1,000	Issues continue with resistance from partners to discuss equitable and appropriate contributions towards identified packages of care.
Maximising Ty Nant resource post relocation - Reduce running cost with relocation	50	The service has recently moved to a new location and whilst savings will occur from the move, they are yet to be achieved.
Senior Staffing - Review/Reduce posts at senior level (linked to implementing preferred options of Adult Services Commissioning Reviews and fit for purpose structure)	218	The achievement of these savings are substantially linked to the outcome of the Commissioning Reviews noted below. In the interim, alternative savings arising from staffing reviews have been allocated here
Residential Care for Older People - Implement preferred options as outcome of Commissioning Review leading to reduction of in-house beds	169	Following the decision taken by Cabinet in September, work to implement these proposals will continue.
Provide day services to those who are eligible only	110	

Implement preferred options as outcome of Commissioning Review (LD, PD & MH service provision commissioning review)	343	The commissioning review remains in its early stages. Despite this, the identification of savings in the running of Llanfair have provided an alternative contribution to the savings target
Review of CHC Arrangements/LD MH Right Sizing and Review - Review all Mental Health and Learning Disability packages of care, to ensure that they are fit for purpose and those eligible for health funding receive it.	358	Full process review completed & next steps/change in processes agreed. Invest to save support, including legal assistance, in process of recruitment
Test and challenge residential care - Reduce overall number of funded residential care placements by 20 per year	171	
Direct Payments Strategy - Targeted increase in recourse to direct payments as alternative to non-complex domiciliary care packages and complex care packages for MH & LD	500	A strategy has been developed and actions decided - review of structure for the administration of such payments will provide an immediate small reduction in spend.
Charging Policy and Annual Fee Increases - Increased client income through uplifts and more efficient processes following transfer of Income and Finance Team to Corporate Finance	189	Delays in the commencement of some charges, specifically Day Services, mean that the overall target will be partially achieved.
Spend to Save Measures	-103	Delays in recruitment. Majority of posts now recruited and expected full activity will commence in August
Other		
Independent Child and Family Placements	650	This overspend is an extension of the unachieved savings in this area.
Child and Family Direct Payments	150	This is reflective of an increase in complexity of the cases funded through Direct Payments as well as changes to the cost of night cover.
Child and Family - Staffing Underspends	-400	This underspend has accrued through tight vacancy management.
Child and Family - Other	-150	Areas such as the Youth Offending Service and Third Sector payments have contributed to this underspend

MHLD Complex Care (Supported Living and Residential)	-108	To enable greater financial visibility, the MHLD category has been split to separately identify the cost of domiciliary care only packages. A budget realignment between these areas is in progress and will be actioned within Quarter 3. Spend in this area remains under extreme pressure, although reviews of care packages have achieved savings. The cost of night provision as well as general living wage increases continue to raise the cost of such care.
MHLD Complex Care (Domiciliary Care)	1,602	
External Domiciliary Care (Older Persons)	-78	Work to control the demand and cost of such care continues and has had some success. Overall, overspends in this area remain but these are now solely linked to unachieved savings noted above.
External Residential Care	393	This area continues to be exposed to both demographic and cost pressures. Work to ensure placements are appropriate and cost effective continues.
Internal Staffing and Services	-275	Tight vacancy/contract management has resulted in underspends in these area.
Third Party Spend	-23	
Overall Variation	6,466	
The Social Services position is due to a combination of both unachieved savings and fee and demand pressures across externally commissioned services. Significant management action will follow to improve this position in year		

Poverty & Prevention

Variance	£000	Explanation and Action
Savings Variations		
All savings target are expected to be met	0	
Other Variations		
Partnerships and Commissioning	-130	Tight spend/contract management has led to underspends in this area.

Director of Education

Variance	£000	Explanation and Action
Savings Variations		
Further assumed reductions in Regional Consortium School Improvement Grant - matching funding requirements.	11	This variation has occurred due to a Welsh Government requirement for the Council to maintain match funding at the same cash levels as 2017/18. This is despite an 11% reduction in the value of the grant.
Early achievement of WJEC savings target	-36	Following review and wider regional discussions, this saving was brought forward from 2019/20 to the current year.
All other savings target are expected to be met		
Other Variations		
Servery	30	Estimated costs for the refurbishment of the civic centre servery – agreed as part of commissioning review on the assumption that the cost will be offset over time by future reduction in net cost of the provision
Catering – food costs	100	The service has been subject to substantial inflationary pressure on the cost of food
Catering – staffing costs	140	Costs have increased due to a combination of the weighted pay award, the effect of holiday average pay and pension auto enrolment.
Catering – additional net income from paid meals	-60	Take up of paid meals has remained positive in spite of the September price increase and has delivered more than the target net saving
Cleaning – Impact of pay award	118	Costs have increased due to a combination of the weighted pay award, the effect of holiday average pay and pension auto enrolment.
Cleaning – management action	-78	Continuing robust management action has in part mitigated the pressures above.
Music	30	Reduced buy in from schools has caused a loss of income.
Transport costs	100	Anticipated inflationary fuel pressures and continuing demand, particularly within the ALN and post 16 sector. In spite of continuing robust management action, these pressures are inherently volatile and uncontrollable within current transport policy.
EOTAS	-300	Further slippage in delivery of full new model of provision. Subject to further detailed review.
Software Licences	-50	Anticipated one off rebate
Savings to be identified	-5	Savings proposals for future years will be scrutinised to seek to identify plans that can be brought forward.
Overall Variation	0	

It is currently felt that the service is in a position to deliver an outturn in line with budget for the year.

Director of Place

A number of issues need to be highlighted for the purpose of visibility. These include unfunded budget pressures as follows:

- Significant increased electricity costs of £321k
- Reduced recycling prices in waste management of £150k to £200k
- Increased costs for maintaining and replacing aging social services fleet £636k

In year savings of £590k have been identified as being delayed and will not be fully achieved by year end and these comprise mainly of IT delays in delivering the mobile working solution in Building services, the transfer of the Leisure assets to Freedom leisure (now complete) and Integrated Transport Unit savings.

In addition there are some challenges in achieving all of the “cross cutting” saving identified for 18/19 in particular

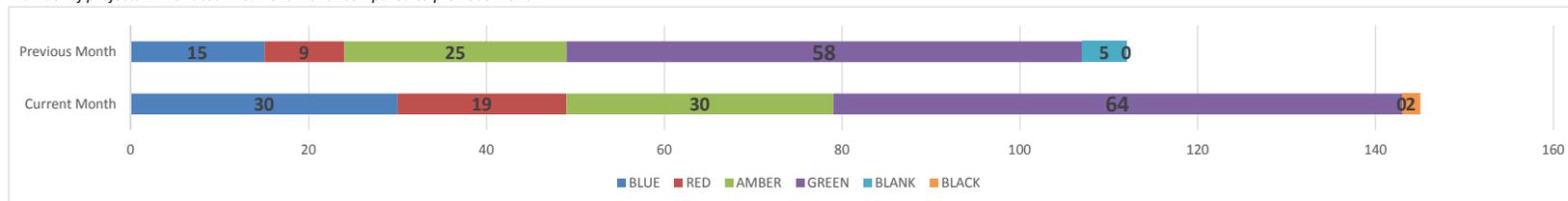
- Sickness reduction of £400k which requires a change in policy to reduce sickness costs
- Business support savings allocated to the Place Directorate £150k

The directorate is working to offset these spending pressures to ensure it returns a balanced budget.

SSFFF/MTFP Saving & Delivery Tracker - Programme/Project

Forecast: **October 2019**

Number of projects BRAG rated in current month compared to previous month



Current Month
Previous Month

BBRAG Postion

	Blue	Red	Amber	Green	BLANK	Black
Total BBRAGS	30	19	30	64	0	2
Total £	£ 3,368,000	£ 8,096,000	£ 2,614,000	£ 2,416,000	£ -	£ 36,000

Includes invest to save returned funds from Economic Regeneration and Planning

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DIRECTORATE	SAVING TARGET	FIRM	FORECAST	VARIANCE	FIRM Variance %	FORECAST Variance %	Status	No of REDS
PLACE	£ 3,318,000	£ 1,217,000	£ 2,822,000	£ 496,000	37%	85%	GREEN	5 5 - AS 2 - C&F 1 - ED (not until 19/20) 5
PEOPLE (Social Services & Education)	£ 7,355,000	£ 1,479,543	£ 6,176,000	£ 1,179,000	20%	84%	AMBER	
CROSS CUTTING	£ 2,455,000	£ 1,400,000	£ 2,455,000	£ -	57%	100%	BLUE	
RESOURCES	£ 3,402,000	£ 495,269	£ 2,173,000	£ 1,229,000	15%	64%	RED	
	£ 16,530,000	£ 4,591,812	£ 13,626,000	£ 2,904,000	28%	82%	AMBER	

Status Classification	Q1 - Jun	Q2 - Sept	Q3 - Dec	Q4 - Mar
BLUE	Forecast below target by 0%	0%	0%	0%
RED	Forecast below target by 30%+	20%+	15%+	5%+
AMBER	Forecast below target by 15-30%	10-20%	5-15%	0-5%
GREEN	Forecast below target by 15%	10%	5%	0%

Appendix D

Capital expenditure on major schemes to 30 September 2018 (where spend greater than £250k)	£000's
People	
Pentrehafod Comprehensive School Remodelling	2,319
Corporate services	
Place	
Highways - footways	392
Highways - carriageway resurfacing	2,144
Highways - invest to save schemes	561
Kingsway Urban Park	1,463
Swansea Central Phase 1	2,064
Corporate Building services (various schemes)	1,946
Property portfolio acquisitions	8,242
Disability Facilities Grants	1,958
Mini adaptation grants	260
Place (HRA)	
HRA capital programme (including More Homes schemes)	15,840

Total scheme value where spend greater than £250k 37,189

Agenda Item 7



Report of the Cabinet Member for Business Transformation & Performance

Council – 25 October 2018

Annual Review of Well-being Objectives and Corporate Plan 2018/22

Purpose:	To publish a refreshed Corporate Plan containing the Council's Well-Being Objectives for 2018/22 in line with the requirements set out within the Well-Being of Future Generations (Wales) Act 2015 and statutory guidance relating to Public Bodies.
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) That the Corporate Plan 2018/22 is adopted
Report Author:	Richard Rowlands
Finance Officer:	Paul Roach
Legal Officer:	Debbie Smith
Access to Services Officer:	Catherine Window

1. Introduction

- 1.1 The Council has an obligation under the Well-being of Future Generations (Wales) Act (the 'Act') to undertake an annual review of its Well-being Objectives (and 'Improvement Objectives' under the Local Government (Wales) Measure 2009), which are set out in the Council's Corporate Plan.

2. Review of Well-being Objectives and Corporate Plan refresh

- 2.1 The Corporate Plan has been refreshed for 2018/22. This follows the production by the Public Service Board (PSB) of its Well-being Plan, a

review of progress during 2017/18 and an assessment of the evidence, looking at how we can close any gaps and further maximise our contribution to the national goals established by the Act.

- 2.2 The main outcome from the review has been the addition of a sixth Well-being Objective to the Corporate Plan – *‘Maintaining and enhancing Swansea’s Natural Resources and Biodiversity’*.
- 2.3 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.
- 2.4 However, there are a number of reasons for adding a new Well-being Objective to the Corporate Plan 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 authorities. 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 PSB 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.
 - 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.
- 2.5 Following the review, the Council’s well-being objectives described in the refreshed Corporate Plan are as follows:
- Safeguarding People from Harm.
 - Improving Education & Skills.
 - Transforming our Economy & Infrastructure.
 - Tackling Poverty.
 - Maintaining and enhancing Swansea’s Natural Resources and Biodiversity.
 - Transformation & Future Council development.

- 2.6 The Corporate Plan describes the steps being undertaken to meet the Council's Well-being Objectives and contribute to the seven national Well-being Goals outlined in the Act.
- 2.7 The Plan also sets out how the Council is maximising its contribution to the Well-being Objectives and national goals through the way in which the Council works, which is in line with sustainable principles described in the Act.
- 2.8 A copy of the refreshed Corporate Plan 2018/22 is attached at Appendix A.

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 process ensures that we have paid due regard to the above.
- 3.3 The Corporate Plan 2017/22 was screened for relevance for an EIA. The screening determined that a full EIA was necessary. The EIA determined that the Plan would have a positive impact on people with protected characteristics, as well as other positive impacts on equality, and that there were no concerns identified. The EIA was reviewed during the refresh of the Corporate Plan and no further changes were deemed necessary.

4. Financial Implications

- 4.1 There are no financial implications associated with this report.

5. Legal Implications

- 5.1 There are no legal implications associated with this report.

Background Papers: None

Appendices:

- Appendix A – The City and County of Swansea's Corporate Plan 2018/22 *Delivering a Successful and Sustainable Swansea.*
- Appendix B – Draft Equality Impact Assessment (EIA) Report

Delivering a Successful & Sustainable Swansea

The City & County of Swansea's Corporate Plan 2018/22

Foreword

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

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

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

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

To tackle these challenges we need to work together. To give current and future generations a good quality of life we need to think about the long-term impact of the decisions we make. We have to do things differently to make things change. If we are to beat these challenges we need to think more about the long-term, work better with people and communities and each other, look to prevent problems and take a more joined-up approach. This will help us to create a Wales that we all want to live in, now and in the future.

None of this will be easy and will take time to fulfil. The City & County of Swansea has made a good start but there is a lot more to do. Swansea continues to push the boundaries of sustainable practice. Our values and principles together with our well-being objectives that are described in this Corporate Plan already make a significant contribution to improving the economic, environmental and cultural well-being of Wales and Swansea; but the Council needs to do more to show that it is doing all it can do contribute to the Wales and Swansea that we want and is working in a way that shows that sustainable practice is fully embedded in its business. The City & County of Swansea is fully committed to embedding sustainability as its central organising principle. It will build upon the good practice that already exists and will continue its maturing commitment to sustainable development, learning together along the way so that it shapes all that we do both now and in the future.

Cllr Rob Stewart
Leader of the Council

Phil Roberts
Chief Executive

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

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

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

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

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

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

Following this review, our Corporate Plan and our well-being objectives were revised for 2017/22 and a summary of the well-being statement was incorporated into the Plan.

The Corporate Plan describes the steps being undertaken to meet our well-being objectives and contribute to the seven national well-being goals¹ outlined in the Act.

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

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

2. Corporate Plan Refresh 2018/22

The Corporate Plan has been refreshed for 2018/22. This follows the production by the Public Service Board (PSB) of its Well-being Plan, a review of progress and an

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.

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 – *‘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.
- 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.

A summary of a revision to our published well-being statement for 2018/22 follows. It incorporates changes to the well-being statement that have been made following the review of our well-being objectives and Corporate Plan.

3. Summary of Well-Being Statement

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

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

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.’*

The challenges ahead

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

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

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

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

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

- **Safeguarding people from harm** – so that our citizens are free from harm and exploitation.
- **Improving Education & Skills** – so that everyone 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.
- **Maintaining and enhancing Swansea's Natural Resources and Biodiversity** – so that we maintain and enhance biodiversity, reduce our carbon footprint, improve our knowledge and understanding of our natural environment and benefit health and well-being.
- **Transformation & Future Council development** – so that we and the services that we provide are sustainable and fit for the future.

The well-being objective - *Maintaining and enhancing Swansea's Natural Resources and Biodiversity* – has been added during the 2018/22 refresh of our Corporate Plan and well-being objectives as previously outlined in section 2.

How we will work – our values and principles

Our values and principles expressed in our Corporate Plan underpin the delivery of our well-being objectives and reflect sustainable ways of working:

Our Values

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

- **People Focus**

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

- **Working Together**

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

- **Innovation**

We will promote and support a culture of innovation. We will think and work differently to improve our ability to deliver and to meet the financial, demographic and societal challenges we face. We will share learning across the Council, as part of our Innovation Programme.

Our Principles

Our Plans and priorities will be underpinned by three key principles. These principles are essential to deliver our well-being objectives and will be woven into the way that we work.

- **Sustainability**

We will work to improve the economic, social and environmental well-being of Swansea. This means making sure that the needs of the present are met without compromising the ability of future generations to meet their needs.

It is a key principle at the heart of the *Transformation & Future Council* priority and our *Sustainable Swansea – Fit for the Future* strategy, which is about transforming Council services, ensuring the financial viability of the Council and improving outcomes for residents.

As part of this, we will continue to engage with and seek the views of residents and service users. The principle of sustainability has prevention and integration at its heart and we will develop long-term plans for addressing our well-being objectives, working with others. We will also ensure that, through this approach, we meet the requirements of the *Well Being of Future Generations (Wales) Act 2015*.

- **Prevention**

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

- **Partnerships**

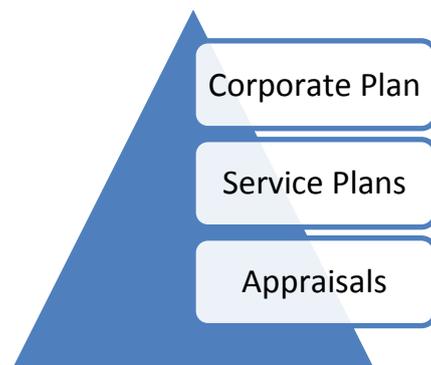
We will work together with our partners across the public, business and voluntary sectors through the Public Service Board and through other collaborative means in order to meet the shared challenges that face Swansea and its communities.

We will take a 'Team Swansea' approach, working as a whole-Council to ensure that every service can play a part in contributing to our well-being objectives and that we share resources and expertise. The needs of our residents and the major challenges facing Swansea can only be tackled through productive partnerships, greater integration of our services and pooling of resources.

Our Delivery – the steps

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

Our contribution to the national goals and well-being of Swansea and Wales is not just expressed in our Corporate Plan. The Corporate Plan describes our key well-being objectives and contribution but it forms part of our wider Performance Improvement Framework, which includes departmental Service Plans; the Corporate Plan taken together with Service Plans describes our full contribution. This arrangement is outlined in the diagram below:



Our Delivery – sustainable ways of working

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

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

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

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

We have started to further develop our capability and capacity for a longer-term strategic outlook, looking at future trends and scenarios in order to build a strategic picture looking ahead to between 10 and 25+ years. We have been working on building up a picture of what future trends might mean for the Council and for Swansea's communities in the future.

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

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

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

Through our well-being objectives we are working to prevent problems or to stop them from getting worse.

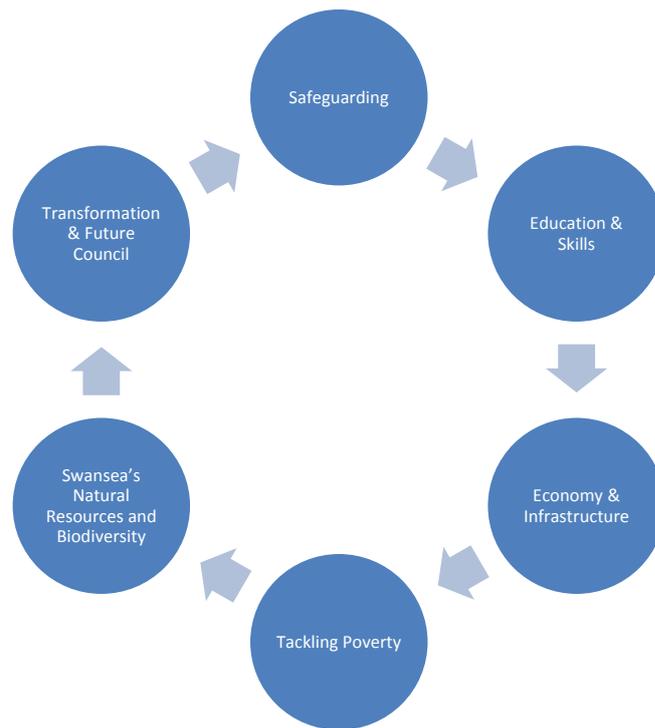
The Council needs to continue to develop its preventative approach and has to that end developed a *Prevention Strategy*. This strategy will further embed early intervention and prevention into the Council's business and place an even greater focus on improving well-being.

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

It is important to point out though that each of our well-being objectives cannot be seen in isolation from each other. Each well-being objective both affects and is affected by the others.

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

This interdependency is illustrated in the diagram on the next page:



We are working to identify the connections and potential impacts of diverse policies and programmes and highlight where such policies / programmes can reinforce or undermine each other.

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

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

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

Further engagement with our Public Service Board partners on our well-being objectives was undertaken in 2017 and 2018 during the production of the PSB well-being plan; PSB partners were offered the opportunity to participate in a survey to help inform the review of the Council's well-being objectives for 2018/22.

- **Working in collaboration with others**

We are collaborating with partners from the public, private and third sector in order to take steps to deliver our well-being objectives, showing our contribution and options to maximise our contribution to the social, cultural, environmental and economic well-being of Swansea and Wales.

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

- Working with six other local authorities to deliver school improvement services.
 - Working in partnership on safeguarding with representatives of each of the main agencies and professionals who are responsible for helping to protect children and adults from abuse and neglect through the Western Bay Adult and Children's Safeguarding Boards.
 - Working with three other local authorities, the Welsh Government, Universities and the private sector through the Swansea Bay City Deal to transform the economic landscape of the area, boost the local economy by £1.8 billion, and generate almost 10,000 new jobs over the next 15 years.
- **Involving all of our citizens in what we are doing**

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

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

In addition, the Council engages with the diversity of the population through diversity groups and forums, such as the 50+ Network, BAME Forum and LGBT Forum. Schools' pupils are involved in their education through School Councils and through *Pupil Voice*, which is directly aimed at increasing pupil participation as set out in Article 12 of the United Nations Convention of the Rights of the Child (UNCRC); Swansea was the first UK Council to adopt and embed UNCRC. The Council's *Big Conversation* events give children and young people an opportunity to discuss issues that matter to them and to influence Council policy.

Community action and involvement is central to how the Council is looking to plan and deliver services. The formation of 'Friends' groups are being supported to regenerate local parks, beaches and allotments. In social care, strengths based approaches to professional practice is also involving people and their families in helping to deal with their own problems by focussing on their strengths and assets and what they can bring to the table.

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

Involving people in our well-being objectives

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

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

Economic prosperity and regenerating the city centre

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

Environmental challenges

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

Health, social care and well-being

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

Cultural, social and community cohesion

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

Public services and involvement in decision-making

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

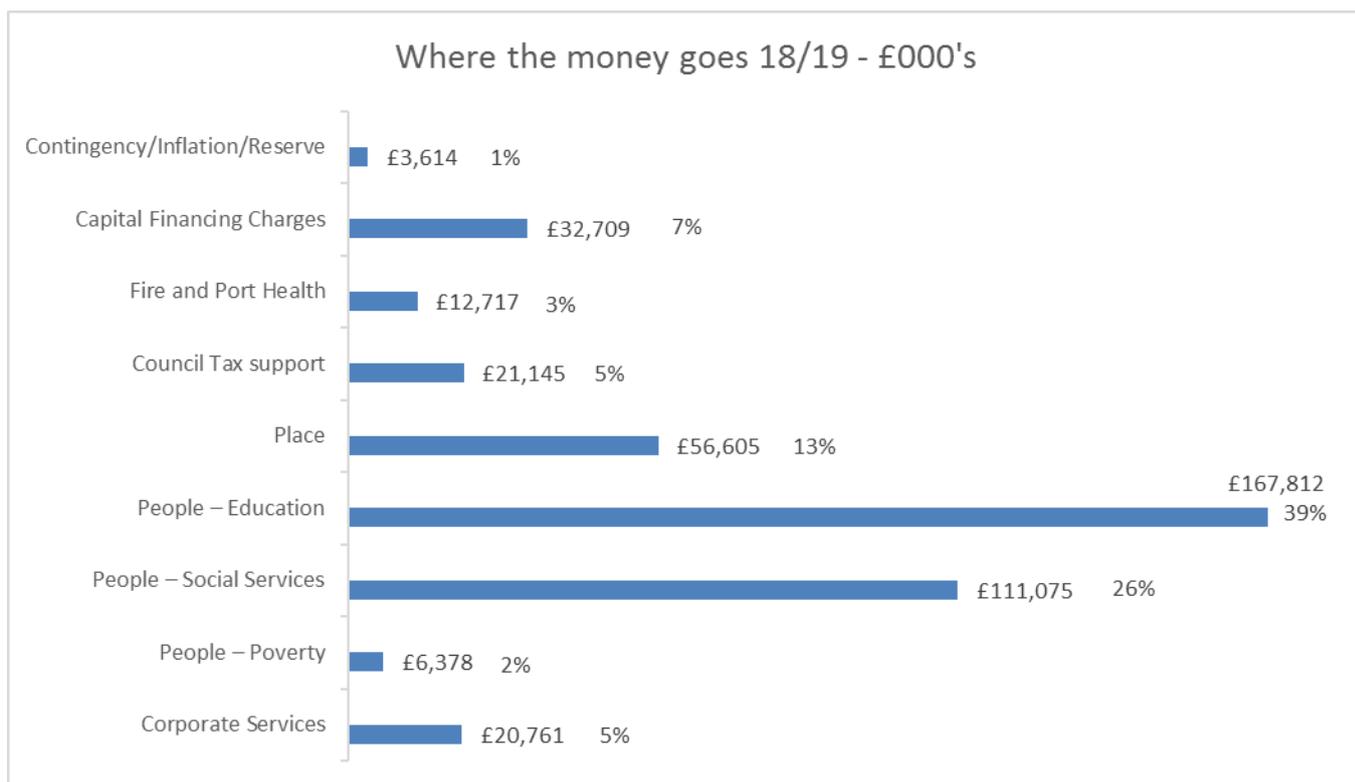
The Council undertook another survey as a guide and ‘temperature check’ to help inform the refresh of the Corporate Plan and well-being objectives for 2018/22. Respondents were asked their views about the Council’s existing well-being objectives and whether they were the right objectives to improve well-being in Swansea now, and in the future. They were also asked their views on a series of steps and actions to achieve each objective.

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 actions the Council are planning to take to realise these objectives; more than 9 out of 10 respondents agreed that the Council’s well-being objectives were the right objectives for Swansea.

A number of suggestions were received about including nature and the environment as an additional well-being priority, as well as actions related to nature and the environment, which may help the Council implement the other well-being objectives. Although the majority of respondents agreed with the proposed steps the Council should undertake in relation to transforming our economy and infrastructure and tackling poverty, a few respondents questioned whether it was the role of the Council to be directly involved in some areas; for example, in exploring establishing a new hotel or supporting the expansion of the Liberty Stadium. Similarly, although the majority of respondents supported strengthening of the Welsh Language, some questioned the opportunity cost of this activity, relative to other priorities and demands faced by the Council in terms of reducing budgets and a pressure on resources.

Our Budget – resourcing our well-being objectives

Following consultation with staff, the public and other stakeholders, a report on the budget goes to Cabinet and is then discussed at a meeting of full Council. The Council has over £400 million to spend. The vast majority of this money comes from the Government and grants, and we raise further money from council tax and income. This is how it is currently allocated (2018/19 budget):



Public consultation on 2019/20 budget will be underway by the Autumn. Although the amount of money we receive from Welsh Government could well be relatively flat in cash next year, there will need to be much larger savings to offset our forecast of £20million plus of additional expenditure, which is outside our control such as rising price inflation, unfunded national pay awards and demographics.

We also think that our funding from Welsh Government will reduce significantly in the coming years, which means we will have at least £60m less to spend in real terms at a time when demand for services like social care is rising.

The public have already told us their priorities are schools and social services. Yet they also tell us some specific events, street cleaning and highways maintenance are very important to them too. Our budget includes a list of budget priorities in line with our well-being objectives set out in our Corporate Plan. But with less money we'll have to reduce spending on these priorities whilst making much bigger cuts in other areas to balance the books.

We raise over £110million in council tax each year, but this is barely enough to cover the cost of our social services, let alone all the other services we provide. The overall cost of Council services means simply raising Council Tax alone is not an option. So we have to take other steps.

4. Our well-being objectives

The next part of the Plan sets out our well-being objectives for 2018/22. Each objective is described in detail under the following headings:

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

Safeguarding people from harm

Why this priority is a well-being objective.

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

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

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

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

- Implement the new *Corporate Safeguarding Policy* to ensure that safeguarding 'is everyone's business'.
- 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 Adult and Child & Family Services are robust and effective in meeting the statutory requirements laid on the Authority as set out in

the Social Services and Well-being Act 2014 to improve well-being outcomes for vulnerable adults in Swansea.

- Update and refresh the *Safe Looked After Children (LAC) Reduction Strategy* to manage demand and support more intensive work with children with eligible needs and reduce the numbers of children needing to become LAC.
- Continue to implement the *Corporate Parenting Strategy* to improve outcomes for looked after children and care leavers.
- Understand the implications for Adverse Childhood Experiences (ACEs) for citizens and explore further improvements that the Council could make.
- Continue to involve looked after children in getting their voice heard about the services that they receive through engagement with children and young people and through strengths based practice that focusses on their strengths and assets and what they and their families can do to help themselves.
- Continue to ensure that effective safeguarding arrangements are in place to protect those at risk from significant harm and exploitation.
- Continue to strengthen collaboration and partnerships on safeguarding through the Western Bay Adult and Children's Safeguarding Boards.
- 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, modern slavery and bullying in schools.
- Maintain a framework for the delivery of the *Prevent* interventions programme in conjunction with partners to support vulnerable individuals who may be at risk of or being drawn into violent and / or non-violent extremism.
- Ensure the adoption, delivery and effective monitoring of the Council's *Prevention Strategy* to manage need and improve well-being.
- Provide people with equal access to services and continue to maximise peoples' independence and the ability to live in their own homes for longer and improve quality of life.
- Work with partners to ensure the safety and well-being of children and young people and to provide information, advice and assistance to all, including carers and young carers.
- Work with partners through the *Ageing Well Strategy* to help people to stay healthy and age well.
- Develop Swansea's status as the first *Dementia Friendly City* in Wales.

- Work with the Older People’s Commissioner for Wales to establish a *Charter for Older People* to ensure the voices of older people are heard.

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

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

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

- *Preventing problems from occurring or from getting worse* – developing preventative services to avoid the need for people to access statutory services.
- *Addressing long-term challenges* – doing preventative work to reduce demand on social care services from an ageing population and tackling associated conditions, such as dementia.
- *Working in partnership with others* – tackling domestic abuse and helping people to age well with partners through the Public Service Board.
- *Avoiding conflicts between public body objectives* – working with partners through Western Bay regional safeguarding arrangements and through the Public Service Board.
- *Involving people* – involving carers and victims of domestic abuse in their care and looked after children and their families by focussing on their strengths and assets and what they can bring to the table involving parents, families and communities.

How we will measure progress.

- Elected Members and Council staff completing mandatory safeguarding training.
- Timeliness dealing with children and adult safeguarding referrals, enquiries and assessments.
- Children in need, children looked after and children on the child protection register.
- Adults and children receiving care and support to meet their well-being needs.
- Rate of carers receiving an assessment of their needs.

- People who have completed reablement receiving no care or less care six months later.
- Timeliness completing Deprivation of Liberty Safeguarding Assessments.
- Rate of delayed transfers of care from hospital to social care.
- Number of requests for Local Area Co-ordination.

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

Children have the best start in life to be the best they can be	People live well and age well	Working with nature	Strong communities
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>

Improving Education & Skills

Why this priority is a well-being objective.

- We want Swansea to be one of the best places in the world for children and young people to grow up.
- We want every child and young person in Swansea to achieve, to be healthy, to be resilient and to be safe.
- We want children and young people to attend school regularly because they are more likely to achieve the skills and qualifications that they need to go on into further education, higher education, employment or training.
- We want children and young people to obtain qualifications and skills that are suited to the economic needs of the future and to be able to contribute positively as active local citizens.
- We want to prevent children from becoming disengaged from learning.
- As corporate parents of Looked After Children, we want our Looked After Children to succeed in school and to have opportunities for further education, higher education, employment or training.
- We acknowledge that a child or young person with additional learning needs requires timely and effective support to allow them to reach their full potential.
- 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 good Welsh language skills.

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

- We want to provide our young people with the skills and opportunities arising from the City Deal, ensuring they have success in the STEM subjects (science, technology, engineering and mathematics), digital skills such as computer coding and creative industries.

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

- Align our education system and work with partners to ensure we create the right people with the right skills to supply the new economies 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.

- Continue to develop and enhance school partnerships.
- Continue focusing on improving literacy (in English and Welsh), numeracy and digital competency at all ages.
- Improve the outcomes of looked after children and those with additional learning needs.
- Further improve provision and raise standards of achievement for pupils educated other than at school and further improve reintegration back into schools.
- Transform the schools' estate to meet demand and respond to the developments set out within the *local development plan* (LDP) whilst ensuring community benefits from contracts.
- Raise vocational aspirations and skill levels in the workplace, contributing to the development of ambitious, skilled young people and adults by providing apprenticeships.
- Develop independent learning skills for lifelong learning to reflect the changing nature of work and to support well-being, creativity and reduce social isolation.
- Develop 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.
- Continue to involve children and young people in their education and community 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 and socially through the *Welsh in Education* strategic plan.
- We will, by using our school building and maintenance programme, reduce our carbon footprint.
- Ensure our vulnerable children are not disadvantaged by poverty or other factors that limit or restrict them in achieving and attaining standards and wellbeing in education.

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

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

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

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

How we will measure progress.

- Pupil attendance at school, including pupils receiving free school meals.
- Literacy in English and Welsh and numeracy at different ages.
- Pupil achievement at Foundation Phase.
- Pupils achievement at the end of key stage 4, including pupils receiving free school meals, children looked after by the Council, pupils educated other than at school and pupils from areas classed as being in the 20% most deprived of all areas in Wales.
- Pupil take up and attainment in STEM subjects at the end of key stage 4.
- Young people known to be NEET at 16 years of age.
- Apprenticeships in the Council and the wider community.

- Training weeks secured for the economically inactive or unemployed through community benefit clauses in contracts.

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

Children have the best start in life to be the best they can be	People live well and age well	Working with nature	Strong communities
<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

Transforming our **Economy & Infrastructure**

Why this priority is a well-being objective.

- We want to raise economic performance and create wealth and employment opportunities to improve the economic wellbeing of Swansea's citizens
- The biggest ever investment for south west Wales has been secured following the approval of the ground-breaking Swansea Bay City Deal on 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.

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

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

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

- Work with partners to implement the City Deal to invest in digital infrastructure and support investment, innovation, growth, jobs, skills and productivity.
- Take advantage of the opportunities presented by the City Deal and continue the regeneration of the city centre.
- Promote and enhance a diverse and sustainable local economy.
- Prepare a Green Infrastructure Strategy for the City Centre.
- Adopt the local development plan (LDP) that supports the regeneration of Swansea and promotes sustainable communities.

- 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.
- Effect the successful transfer of Leisure facilities to the Council's new delivery partner and develop a long-term sustainability strategy for 'in house' services across the portfolio including Libraries, Theatres, Galleries and Museums.
- Progress the Hafod Copperworks project and refresh the Riverside Corridor Strategy to identify complementary developments.
- Continue to work with Skyline Ltd to deliver of the Gondala and Luge project at Kilvey Hill
- Build on the legacy of Swansea's bid to be UK City of Culture by active participation in Culture 21 Pilot programme and delivering the nine commitments for Culture in Sustainable Cities.
- 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.
- Deliver the *Energy Strategy* to reduce costs, provide cheaper energy and reduce our carbon footprint.
- Oversee the management and development of the City Centre evening and night-time economy, including the retention of the Purple Flag, to ensure it is a safe, clean and welcoming place to work and visit.
- Work collaboratively through the new *Regeneration Swansea* Partnership to progress Swansea's economic regeneration agenda, including the delivery of the Targeted Investment Programme.
- 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.
- Maintain and enhance 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.
- Protect and promote the health, wellbeing, safety and consumer interests of people living in or visiting Swansea by working with others to maintain public safety across the range of regulatory services such as pollution, scams and unfair trading, public health and housing issues, etc.

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

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

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

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

How we will measure progress.

- Timeliness assessing planning applications.
- Approvals of major planning applications.
- Housing units and commercial floor space created in the city centre.

- Value of inward investment into Swansea.
- Tourism spend.
- Projects containing community benefit clauses in contracts and number of training weeks created.
- Carbon reduction in Council buildings.
- Deliver the Corporate Energy Strategy

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

Children have the best start in life to be the best they can be	People live well and age well	Working with nature	Strong communities
<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

Tackling Poverty.

Why this priority is a well-being objective.

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

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

- Poverty levels in Wales remain persistently high, particularly for working age people and those under 18 years of age and the risk of poverty has increased for working and workless households.
- Relative child poverty in the UK is projected to rise significantly from 29% in 2014/15 to 36% in 2020/21.
- People living in the least deprived areas of Swansea can expect to live healthily for nearly 22 years longer than those in the most deprived areas of Swansea.
- Some pernicious aspects of the poverty premium, such as transport, fuel and food, remain very high in Swansea.
- In Swansea, people only get the most for their money if they are already quite well resourced with knowledge and information, well connected digitally and able to get around easily to take advantage of deals. The people least likely to be in this situation are those already suffering the impacts of poverty.

- The detrimental impact of deprivation begins at a very young age and builds up throughout a person's lifetime. Action proportional to need to support families and children during the very early years can help mitigate this effect and break these links.
- Swansea still has large numbers of working age people not in work and barriers to work, such as experience, childcare and transport, needs to be tackled.
- Ongoing changes in Welfare Reform are creating new and more complex problems for those already in financial crisis, and bringing more people than previously into financial crisis.

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

- Implement the revised *Poverty Strategy* to empower local people, change cultures to emphasise tackling poverty is everyone's business and target resources to maximise access to opportunity and prosperity.
- Work with our Health partners to ensure that, through our *Early Years Strategy*, children in their early years and at Foundation Phase achieve their expected language, emotional, social and cognitive development and are ready for learning and for school.
- Ensure 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 support the building of 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 provide stability and security for families and communities in order to 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.
- Support individuals to overcome their barriers to employment through co-ordinated person-centred employability support.

- Provide art, culture and heritage opportunities in order to boost skills, confidence, self-esteem and aspiration.
- Implement the *Community Cohesion Delivery Plan* to promote cohesive and inclusive communities in Swansea.

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

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

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

- *Preventing problems from occurring or from getting worse* – helping to prevent high fuel bills and the ‘poverty premium’ by building energy efficient Council homes and exploring the creation of our own energy venture to provide households with free energy.
- *Addressing long-term challenges* – helping to overcome barriers to employment and get people into work through co-ordinated person-centred employment schemes, affordable childcare and transport.
- *Working in partnership with others* – working with our health partners through the *Flying Start* scheme to ensure that children in their early years are ready for school and for learning.
- *Avoiding conflicts between public body objectives* – recognising that reducing poverty is everyone’s business and the Public Service Board has a key role in making this happen across all sectors.
- *Involving people* – Working within communities and successfully engaging, involving and co-producing with people to build resilience and reduce reliance.

How we will measure progress.

- Welfare benefits secured by the Welfare Rights service.
- Timeliness processing housing and council tax benefit applications and changes of circumstances.
- Average number of days homeless families with children spend in Bed & Breakfast accommodation.

- Number of people gaining employment through Employability Support.
- Number of accredited qualifications achieved by adults with local Authority support.
- Deliver the Tackling Poverty Strategy and *Prevention Strategy* and show demonstrable achievement in the Strategies.
- Deliver our *Corporate Energy Strategy*.
- Deliver our *More Homes Strategy*.

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

Children have the best start in life to be the best they can be	People live well and age well	Working with nature	Strong communities
<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

Maintaining and enhancing Swansea's **Natural Resources and Biodiversity**

Why this priority is a well-being objective.

- We shall seek across the range of the Council's responsibilities, as appropriate, to maintain and enhance biodiversity, reduce our carbon footprint, and improve our knowledge and understanding of our natural environment, thus benefiting our health and well-being.
- Swansea is one of the most ecologically rich and diverse counties in the UK. Its unique variety of habitats and species and wonderful range of parks, greenspaces, nature reserves, beaches and landscapes needs to be maintained, enhanced and sustainably managed for the benefit of everyone now and into the future.
- Our future survival and quality of life is dependent on a healthy resilient natural environment and the multiple benefits it provides to society.
- Our natural environment and biodiversity is under threat and in decline due to unsustainable human activities. Habitats and species are being lost at an alarming and unsustainable rate.
- We urgently need to tackle climate change by reducing our use of carbon and by maintaining and enhancing resilient ecosystems and a strong green infrastructure network to help us mitigate for and adapt to the pressures of climate change.
- We have a legal duty under the Environment (Wales) Act 2016 and under the Well Being of future Generations Act 2015 (Resilient Wales goal) to protect and enhance biodiversity and maintain resilient ecosystems, and to report our progress to Welsh Government.
- Evidence shows that contact with nature has significant benefits for people's physical and mental health.
- Our future prosperity and well-being is dependent on a healthy resilient natural environment.
- We need to work with nature to improve the quality of our air, water and soils.
- We want everyone to understand and appreciate the unique value and fragility of Swansea's outstanding natural environment and to play their part in looking after and enhancing it.
- Our ambition is for everyone in Swansea to have access to and to benefit from an ecologically diverse, attractive, well managed and resilient natural environment.
- We want to halt and reverse the loss of biodiversity so that its contribution to Swansea's economic and social well-being is not lost or reduced.

- We aim to create a greener more sustainable, ecologically diverse and resilient county, where its unique natural environment is recognised as one of its most valued and distinctive assets.
- We have a moral responsibility to look after biodiversity for its own intrinsic value.

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

- Halting and reversing the loss of biodiversity through reducing harm and unsustainable use and moving to a situation where we are working with nature to maintain healthy resilient ecosystems that will continue to provide long-term quality of life (or ecosystem services) benefits upon which we all depend.
- Tackling climate change, which is one of the greatest challenges facing us all and we need to work with nature to reduce our carbon footprint and to mitigate for and adapt to the likely risks and impacts.
- Creating high quality environmentally responsible and sustainable green jobs that make the most of our unique natural resources e.g. through environmental tourism, sustainable rural land management and marine industries and crafts.
- Reducing inequalities in health and well-being by maintaining and enhancing a high quality and accessible natural environment across the whole county, and encouraging greater use of public access land such as parks, nature reserves, commons and forests.

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

- Develop, adopt and implement a Corporate Biodiversity (Section 6) Action Plan.
- Work with partners to develop and deliver a Green Infrastructure Strategy for Swansea.
- Develop and adopt a Council tree policy.
- Begin to map existing Green Infrastructure assets and ecosystem service provision, and identify areas, which provide the best opportunities for improvement.
- Undertake a preliminary biodiversity audit of Council owned land and where possible manage our corporate assets for the benefit of biodiversity and natural resources.
- Work with partners to develop and implement opportunities to enhance biodiversity and improve ecological connectivity.
- Work towards creating a low carbon economy, which promotes renewable energy and takes actions to reduce our carbon footprint.

- Continue to participate in and support the Low Carbon Swansea Initiative.
- Support initiatives that will increase Swansea’s urban tree cover.
- Improve awareness and understanding of our natural environment through provision of information, training and events.
- Provide opportunities for schoolchildren to access and learn about their natural environment.
- Work towards improving access to and maintaining the quality of our parks and greenspaces.
- Continue to deliver a programme of wildflower planting and management.
- Engage with local communities to encourage volunteering and to support them taking action to enhance and maintain their local greenspaces and wildlife sites.
- Take actions that help to control invasive non-native species
- Undertake (selected or targeted) enhancements to greenspace as part of an environmental works programme to meet our commitment to the Welsh Housing Quality Standard.
- Minimise our use of non-recyclable products and materials, and recycle more waste.

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

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

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

- *Preventing problems from occurring or from getting worse* – By halting the decline of biodiversity and maintaining and enhancing a resilient natural environment, we will maintain vital ecosystem services (e.g. flood alleviation, air and water quality, carbon storage and pollination) and help to maintain people’s health, well-being and quality of life. By helping people to understand the causes of problems and how by working together with nature, we can prevent problems occurring. By ensuring compliance with legislation and avoiding consequences of non-compliance.

- *Addressing long-term challenges* – We want to halt the loss of biodiversity, promote healthy resilient ecosystems, and strengthen green infrastructure to adapt to and mitigate for the impacts of climate change, and ensure that our natural environment and the benefits and services it provides are protected for the benefit of future generations.
- *Working in partnership with others* – We will continue to support and collaborate with others to co-ordinate delivery of actions and maximise use of resources.
- *Avoiding conflicts between public body objectives* – By raising awareness of biodiversity and ensuring that it is taken into account at the early decision-making /design stages of plans and projects, the potential for conflict will be reduced.
- *Involving people* – We will build capacity and achieve more by involving and supporting the local community to participate in identifying and delivering initiatives that maintain and enhance the natural environment. More people will be enabled to access and enjoy their natural environment.

How we will measure progress ³.

- We will report on progress towards delivering the Section 6 Corporate Biodiversity Plan and the Resilient Wales goal through annual business planning and reporting mechanisms.
- We will develop mechanisms for measuring losses and gains in the extent and quality of the natural environment.
- We will continue to monitor air and water quality.
- We will record the number of people involved in environmental volunteering and the hours spent.
- We will record the number of environmental events and the number of participants.
- We will record the number of biodiversity related training courses and the number of people participating.
- We will establish a Corporate Biodiversity Working group to monitor progress towards delivering the Section 6 plan.
- Recycling rates.

³ Provisional pending data development. Reporting likely to commence in 2019/20

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

Children have a the best start in life to be the best they can be	People live well and age well	Working with Nature	Strong communities
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

Transformation & Future Council development

Why this priority is a well-being objective.

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

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

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

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

- Review and 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 through the *Organisational Development Strategy* 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.
- Change the Council’s organisational culture to support “working together, working differently” and embed transformation, innovation and organisational learning.
- Embed equality and diversity into service delivery through Equality Champions appointed in each service.
- Review the Council’s approach to procurement to secure local economic and community benefits, in line with sustainable development principles.
- Continue to embed a “digital first” strategy so that citizens access more Council services and information through digital platforms and media in order to save costs, improve access to services and information and increase customer satisfaction.
- Promote digital inclusion and enable people to access online services by providing citizens with lifelong learning opportunities to undertake free computer courses and training.
- Explore opportunities to collaborate with other local authorities and partners and share services, including back office, to save costs and improve services to citizens.
- Undertake targeted and effective engagement to develop more collaborative and partnership working with the third and private sectors to achieve the Council’s and shared priorities and outcomes.
- Review work with communities, organisations and ‘friends’ groups to encourage and enable greater community ownership of assets and services and to ensure their long-term sustainability.
- Continue to modernise public engagement in local democracy and Council decision making through accessible meeting times, web broadcasting, electronic voting and e-petitions.
- Continue to strengthen the Welsh language service and language services generally offered by the Council by providing basic language training for front-line staff.

- Make community budgets available so that local people can decide together with their representatives what their local priorities are.
- Provide the opportunity for local citizens to influence how policies are written and services are delivered through the development of a co-production approach and a Swansea commitment.

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

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

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

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

How we will measure progress.

- Identified forecast general fund revenue savings and income for the year compared to Council approved budget.
- Number of payments and forms completed online.
- Any data breaches.

- Workforce supported to develop skills and learn new things as part of an organisational development strategy, targeted towards a more agile workforce and 21st century public servant.
- Staff sickness.

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

Children have a the best start in life to be the best they can be	People live well and age well	Working with Nature	Strong communities
	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>

5. Monitoring Delivery – keeping performance under review

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

How we will monitor progress

- Through the quarterly and annual performance monitoring reports to Cabinet.

How we will report achievements

- Quarterly and annually through Cabinet.
- Annual Report.

When and how this plan will be updated

- Annual review and update.

6. Next Stages – what we plan to do next

We have made some good progress embedding sustainable ways of working into how we do business as illustrated in this Plan; we want to continue to build on this.

To fully meet our obligations under the Well-Being of Future Generations Act, we want to:

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

7. Where to find additional information

Strategies, plans and policies

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

Performance and statistics

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

Finance and Council budget

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

Scrutiny

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

Sustainable Development

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

Safeguarding

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

Schools and learning

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

Children and Young People's Rights – UNCRC

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

Swansea Bay City Deal

<http://www.swanseabaycitydeal.wales/>

Western Bay

<http://www.westernbay.org.uk/>

Education Through Regional Working (ERW)

<http://erw.wales/>

Have Your Say – consultations

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

Strategic Equality Plan

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

Welsh Language

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

DRAFT Equality Impact Assessment (EIA) Report

This form should be completed for each Equality Impact Assessment on a new or existing function, a reduction or closure of service, any policy, procedure, strategy, plan or project which has been screened and found relevant to equality.

Please refer to the 'EIA Report Form Guidance' while completing this form. If you need further support please contact acesstoservices@swansea.gov.uk.

Where do you work?
Service Area: Strategic Delivery Unit
Directorate: Financial Services

(a) This EIA is being completed for a...

Service/ Function <input type="checkbox"/>	Policy/ Procedure <input type="checkbox"/>	Project <input type="checkbox"/>	Strategy <input type="checkbox"/>	Plan x	Proposal <input type="checkbox"/>
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(b) Please name and describe below...

Corporate Plan 2017/22 setting out the Council's well-being objectives and the steps to achieve them as required by the well-being of future generations act.

(c) It was initially screened for relevance to Equality and Diversity on 21/06/2017

(d) It was found to be relevant to...

Children/young people (0-18)	x	Religion or (non-)belief.....	x
Any other age group (18+).....	x	Sex.....	x
Disability	x	Sexual orientation	x
Gender reassignment	x	Welsh language	x
Marriage & civil partnership	<input type="checkbox"/>	Poverty/social exclusion.....	x
Pregnancy and maternity.....	<input type="checkbox"/>	Carers (inc. young carers)	x
Race	x	Community cohesion	x

(e) Lead Officer

Name: Richard Rowlands

Job title: Strategic Delivery & Performance Manager

Date (dd/mm/yyyy): 29/06/17 (reviewed and updated 14/09/18)

(f) Approved by Head of Service

Name: Ben Smith

Date (dd/mm/yyyy): 07/08/2017

Section 1 – Aims (See guidance):

Briefly describe the aims of the initiative:

What are the aims?

To set the Council’s well-being objectives and key priorities for 2018/22; to outline the steps we will take to meet our well-being objectives; to describe how our well-being objectives, the steps we will take to meet them and the way in which we will meet them will maximise the Council’s contribution to national goals.

Who has responsibility?

City & County of Swansea – the plan will be adopted at Council.

Who are the stakeholders?

Public, staff, elected Members, Welsh Government, Wales Audit Office, Office of the Future Generations Commissioner.

Section 2 - Information about Service Users (See guidance):

Please tick what information you know about your service users and provide details/ evidence of how this information is collected.

Children/young people (0-18)	x	Carers (inc. young carers)	x
Any other age group (18+).....	x	Race.....	x
Disability	x	Religion or (non-)belief.....	x
Gender reassignment	x	Sex.....	x
Marriage & civil partnership	x	Sexual orientation	x
Pregnancy and maternity.....	x	Welsh language	x

What information do you know about your service users and how is this information collected?

The Corporate Plan does not have a group of service users as such – it is a plan that will be available to all citizens. The steps that the Council will take to meet its well-being objectives will however have, to a greater or lesser extent, a direct or indirect impact on all citizens. All information regarding service users has been derived from the Census equality data and the information incorporated into the Assessment of Local well-Being, which has been used as evidence when setting the well-being objectives.

Any Actions Required?

- None identified.

Section 3 - Impact on Protected Characteristics (See guidance):

Please consider the possible impact on the different protected characteristics. This could be based on service user information, data, consultation and research or professional experience (e.g. comments and complaints).

	Positive	Negative	Neutral	Needs further investigation
Children/young people (0-18)	➔ x	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Any other age group (18+)	➔ x	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Disability	➔ x	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gender reassignment	➔ x	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Marriage & civil partnership	➔ x	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pregnancy and maternity	➔ x	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Race	➔ x	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Religion or (non-)belief	➔ x	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Sex	➔	x	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sexual orientation	➔	x	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Welsh language	➔	x	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Carers (inc. young carers)	➔	x	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Thinking about your answers above, please explain in detail why this is the case.

The well-being objectives in the corporate plan collectively support and are also supported by the Council's equality objectives. The Equality Objectives were cross-referenced against other evidence when determining our well-being objectives.

Our objective *Safeguarding People from Harm* seeks to protect all citizens, including children and young people and other vulnerable adults from harm and exploitation. Among other things, this objective seeks to ensure we:

- involve looked after children in their care through strengths based practice and getting their voice heard about the services they receive (age - children & young people)
- work with partners to tackle domestic abuse and support victims (sex - mainly women).
- work with others to tackle hate crime, modern slavery and deal with bullying in schools (all groups with protected characteristics).
- provide information, advice and assistance to carers, including young carers (carers).
- develop our status as a dementia friendly city and help people to stay healthy and to age well (age - adults, disability).
- promote equitable access to services to promote independence and quality of life (age – adults, disability).

Our objective *Improving Skills & Education* seeks to ensure that every child, young person and adult gains the skills and qualifications they need to succeed in life. Among other things, this objective seeks to ensure we:

- Improving pupil attendance, literacy (in English and Welsh) / numeracy and attainment (age – children and young people, Welsh language).
- Providing apprenticeships (age – adults and young people)
- Supporting looked after children and those disengaged from education to be in school and in employment, education and training (age – children and young people, race, sex)
- Involving children and young people in their education, e.g. Pupil Voice (age – children and young people)
- Meet demand for Welsh medium education and promote the use of Welsh in schools (Welsh language).
- Children not being disadvantaged by poverty when achieving and attaining standards in education (social exclusion)
- Supporting schools to become UNICEF Rights Respecting Schools (age – children & young people).

Our objective *Transforming our Economy & Infrastructure* seeks to ensure that all citizens benefit from plans to regenerate the economy and city. Among other things, this objective seeks to ensure we:

- Create employment and training opportunities for the long-term unemployed and economically inactive through community benefit clauses in contracts (social exclusion).
- Promote public leisure and cultural events to help improve well-being, promote community cohesion and provide economic benefits (race, religion, sexual orientation, gender re-assignment)
- Provide sustainable and low carbon transport and infrastructure providing improved and cheaper connectivity and mobility (disability, social exclusion, age).

Our objective *Tackling poverty* seeks to ensure that poverty is not a barrier stopping citizens from reaching their potential. Among other things, this objective seeks to ensure we:

- Empower local people through the Poverty Strategy to target resources to maximise access to opportunity and prosperity (all groups, social exclusion).
- Work with Health to ensure that children in their early years and at Foundation Phase achieve their expected developmental milestones and are ready for school and learning (age – children & young people, social exclusion, pregnancy & maternity).
- Ensure that young people are not NEET after reaching 16 years of age (age-children & young people).
- Help address the impacts of welfare reform (disability, social exclusion).
- Invest in Council housing and build more energy efficient Council homes (social exclusion).
- Prevent homelessness and support people to maintain their tenancies (race, age, sex, disability, social exclusion).
- Create our own energy venture and provide free energy to homes to tackle fuel poverty (social exclusion, age – older people)
- Help tackle fuel poverty through the ARBED scheme and energy efficiency measures in social housing (social exclusion, age – older people).
- Implement the community cohesion delivery plan to promote cohesive and inclusive communities in Swansea (race, religious belief, community cohesion, gender reassignment, sexual orientation)

Our objective *Transformation & future Council development* seeks to modernise and transform the Council, including getting the public to co-produce and helping to run services and getting more people involved in the decision-making in the Council. Among other things, this objective seeks to ensure we:

- Work to ensure there is better engagement with the third sector to achieve both the Council's and shared priorities and outcomes (all groups)
- Continue to modernise public engagement in Council decision making through accessible meeting times, web broadcasting, electronic voting and e-petitions (all groups).
- Continue to strengthen the Welsh language service and language services generally offered by the Council by providing basic language training for front-line staff (Welsh language, race, community cohesion).
- Make community budgets available so that local people can decide together with their representatives what their local priorities are (all groups).
- Provide the opportunity for local citizens to influence how policies are written and services are developed through the development of a co-production strategy (all groups).

Our objective *Maintaining and enhancing Swansea's Natural Resources and Biodiversity* seeks to, across the range of Council responsibilities, to reduce our carbon footprint, improve our knowledge and understanding of the natural environment and improve well-being. Among other things, this objective seeks to ensure we:

- Provide opportunities for schoolchildren to access and learn about their natural environment (age, children & young people)
- Work towards improving access to and maintaining the quality of our parks and greenspaces (all groups)
- Engage with local communities to encourage volunteering and to support them to take action to enhance and maintain their local greenspaces and wildlife sites (all groups)

What consultation and engagement has been undertaken (e.g. with the public and/or members of protected groups) to support your view? Please provide details below.

The review of our Corporate Plan and well-being objectives for 2017/22 consisted of three different approaches to involving people: (i) focus groups with young people (from 9

different secondary schools), (ii) two focus groups with members of the public (representatives from groups representing people with protected characteristics were invited) and representatives from other organisations centred on identifying current and future challenges, what should be done and 'what does good look like' and (iii) two on-line surveys of members of the public and the Council's citizens panel respectively. The results from this involvement helped shape our revised Corporate Plan and well-being objectives. A summary of the outcome from this consultation is included within the Corporate Plan.

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. Respondents were asked their views about the Council's existing well-being objectives and whether they were the right objectives to improve well-being in Swansea now, and in the future. They were also asked their views on a series of steps and actions to achieve each objective.

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 actions the Council are planning to take to realise these objectives; more than 9 out of 10 respondents agreed that the Council's well-being objectives were the right objectives for Swansea

Any actions required (to mitigate adverse impact or to address identified gaps in knowledge).

- None identified.

Section 4 - Other Impacts:

Please consider how the initiative might address the following issues.

You could base this on service user information, data, consultation and research or professional experience (e.g. comments and complaints).

Foster good relations between different groups	Advance equality of opportunity between different groups
Elimination of discrimination, harassment and victimisation	Reduction of social exclusion and poverty

(Please see the specific Section 4 Guidance for definitions on the above)

Please explain any possible impact on each of the above.

Foster good relations between different groups

The Corporate Plan will have a positive impact on fostering good relations between different groups. Our *Safeguarding people from harm* objective seeks, for example, to ensure that all citizens live their lives free from harm and exploitation. This involves, among other things, working with partners to address safeguarding issues in their widest sense, which includes hate crime but also incorporates other issues such as dealing with modern slavery, FGM and domestic abuse, including Black and Ethnic Minority women and children at risk of or suffering domestic abuse.

Our *Improving Education & Skills* objective seeks to ensure that every child and young person in Swansea gains the skills and qualifications they need to succeed in life. This includes among other things a commitment to support looked after children and children disengaged from learning to achieve and experience success in school, employment or training. Through this objective, the Council also want to support schools to become UNICEF Rights Respecting Schools. This aims to support young citizens to respect rights, understand responsibilities and be globally aware and responsible citizens as part of the Council's commitment to the UNCRC. This includes demonstrating that every child has rights, whatever their ethnicity, gender, religion, language, abilities or any other status.

Through our *Transforming our economy & infrastructure* objective outlines how we will promote public leisure and cultural events to help improve well-being and promote community cohesion. Our *Tackling Poverty* objective describes implementing the community cohesion delivery plan to promote community cohesion and inclusive communities within Swansea. Finally, our *Transformation & future Council* objective seeks to involve all citizens from all groups in engaging in Council decision-making, deciding local priorities with their representatives and influencing how policies are written and services developed through co-production. There is also a commitment to strengthen the Welsh language service and language services generally offered by the Council by providing basic language training for front-line staff. Through our *Maintaining and enhancing Swansea's natural resources and biodiversity* objective we describe how we will reduce inequalities in health and well-being by maintaining a high quality and accessible natural environment and encourage greater use of public access land.

Advance equality of opportunity

The Corporate Plan seeks to ensure that all citizens are treated fairly. Equality considerations were factored into the early development of the Corporate Plan. The Council's Equality Objectives were cross-referenced against other evidence in order to identify opportunities for the Council's well-being objectives to support and be supported by the Council's Equality Objectives and including Welsh language. Our well-being objectives seek to ensure that all people are treated fairly. Some examples from each well-being objective follow:

Our *Safeguarding people from harm* objective makes a commitment to provide people with equal access to preventative services in order to promote independence and improve quality of life. Our *Improving skills and education* objective aims to meet demand for Welsh medium education and promote the use of Welsh language in schools. Our *Transforming our economy & infrastructure* objective seeks to create employment and training opportunities for the economically inactive and long-term unemployed through community benefit clauses in Council contracts. Our *Tackling poverty* objective seeks to pilot 30 hours of free childcare and ensure that every community has a reliable and affordable bus service to help reduce barriers to employment. Our *Transformation & future Council* objective seeks to provide the opportunity for all citizens to influence how policies are written and services are developed through the development of a co-production strategy. Our *Maintaining and enhancing Swansea's natural resources and biodiversity* objective seeks to engage with local communities to encourage volunteering to support them to take action to enhance and maintain greenspaces and wildlife sites.

Elimination of discrimination, harassment and victimisation

The Council through its well-being objectives seeks to reduce or eradicate unfairness and discrimination. Some examples from each well-being objective follows:

Our *Safeguarding people from harm* objective outlines a commitment to work with partners to address safeguarding issues in their widest sense, which includes hate crime but also incorporates other issues such as dealing with modern slavery, FGM and domestic abuse, including Black and Ethnic Minority women and children at risk of or experiencing domestic abuse.

Our *Improving education & skills* objective seeks to meet demand for Welsh medium education and promote the use of Welsh in schools through the Welsh in Education strategic plan. There is also a commitment to 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.

Our *Transforming our economy & infrastructure* objective contains a commitment to promote leisure and cultural events to help improve well-being, provide economic benefits and promote community cohesion. Our *Tackling poverty* objective commits to implementing the Community Cohesion Delivery Plan to promote cohesive and inclusive communities in Swansea. Our *Transformation & future Council* objective seeks to continue to modernise public engagement in Council decision making through accessible meeting times, web broadcasting, electronic voting and e-petitions. It also contains a commitment to continue to strengthen the Welsh language service and language services generally offered by the Council by providing basic language training for front-line staff. Our *Maintaining and enhancing Swansea's natural resources and biodiversity* objective commits us to reduce inequalities in health and well-being by maintaining a high quality and accessible natural environment and encourage greater use of public access land.

Reduction of social exclusion and poverty

All of our well-being objectives are developed to have a positive impact on social exclusion and poverty. In particular, the *Tackling Poverty* objective aims to address issues with service, participation and income poverty and social exclusion. Some examples from our well-being objectives follow:

Our *Safeguarding people from harm* and *Improving education & skills* objectives help to address participation poverty by involving looked after children and school pupils in their care and education respectively through engagement mechanisms, such as the Fe Fi Forum, Schools Councils and the Big Conversation events.

Our *Transforming our economy & infrastructure*, *Tackling Poverty* and *Transformation & future Council* objectives help deal with service poverty by improving access to services, such as affordable housing, arts and culture and Welsh language and other language services. Our *Tackling Poverty* objective contributes towards dealing with income poverty by helping to address the impacts of welfare reform, helping to reduce fuel bills and providing affordable transport. Our *Maintaining and enhancing Swansea's natural resources and biodiversity* objective seeks to provide free or low cost environmental training and events that are accessible and affordable for people on low incomes.

What work have you already done to improve any of the above?

Using the examples outlined earlier in Section 4:

- The Council co-ordinates a multi-agency response to address domestic abuse in Swansea. Domestic abuse is a key priority for action for the Public Service Board. Swansea is a white ribbon city for its work in tackling violence against women, domestic abuse and sexual violence. A Domestic Abuse One Stop Shop providing access to information and advice regarding domestic abuse is open in Swansea.
- Swansea was the first UK Council to adopt and embed the United Nations Convention on the Rights of the Child (UNCRC). Schools in Swansea participate in the *Rights Respecting Schools Award*. More than 100 schools have been supported by the Council to become Rights Respecting Schools. More than 15 of our schools have now achieved Level 2 – the highest level of the award granted by UNICEF UK to schools that have fully embedded children's rights in their policies, practice and ethos. YGG Llwynderw has become the first Welsh medium school in Wales to achieve the award.
- Community events are held to increase well-being, contribute to the local economy and promote community cohesion. For example, Eid in the Park is a family event open to all to celebrate the passing of Ramadan. The Council supports other annual events such as Swansea Sparkle, International Day Against Homophobia and Transphobia (IDAHOT), LGBT History Month, Swansea Pride and Bi Visibility Day.
- The Council initiated 3 Mynediad (basic level) 30 week training programmes for staff identified as requiring Welsh Language skills in the workplace. These were provided in work time and funded by the council. A second stage 30 week course (follow on from Mynediad) started on the same basis. In addition, face-to-face Welsh language awareness courses were run. Lunchtime drop-in sessions for learners (and others) to practise their Welsh language skills are held weekly.

Is the initiative likely to impact on Community Cohesion? Please provide details.

There is likely to be a positive impact on community cohesion from our well-being objectives. For example, our *Safeguarding people from harm* objective contains a commitment to work with partners to address safeguarding in its widest sense, including hate crime. Our *Improving Education & Skills* objective contains a commitment to 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. Our *Transforming our*

economy & infrastructure objective contains a commitment to promote leisure and cultural events to help improve well-being, provide economic benefits and promote community cohesion and also to provide affordable housing and transport, including in rural areas. Our *Tackling poverty* objective commits to implementing the Community Cohesion Delivery Plan to promote cohesive and inclusive communities in Swansea. Our *Transformation & future Council* objective contains a commitment to make community budgets available so that local people can decide together with their representatives what their local priorities are. Our *Maintaining and enhancing Swansea's natural resources and biodiversity* objective seeks to engage with local communities to encourage volunteering to support and maintain their local environment.

How will the initiative meet the needs of Welsh speakers and learners?

There are specific commitments within our well-being objectives to meet the needs of Welsh speakers and learners. The Council aims to meet the demand for Welsh medium education and promote the use of the Welsh language in schools through the *Welsh in Education* strategic plan. The Council also commits to strengthening the Welsh language and other language services offered by the Council and provide basic language training for front line staff.

Actions (to mitigate adverse impact or to address identified gaps in knowledge).

- None identified.

Section 5 - United Nations Convention on the Rights of the Child (UNCRC):

In this section, we need to consider whether the initiative has any direct or indirect impact on children. Many initiatives have an indirect impact on children and you will need to consider whether the impact is positive or negative in relation to both children's rights and their best interests

Please visit <http://staffnet/eia> to read the UNCRC guidance before completing this section.

Will the initiative have any impact (direct or indirect) on children and young people? If not, please briefly explain your answer and proceed to Section 6.
Yes

Is the initiative designed / planned in the best interests of children and young people? Please explain your answer.

Best interests of the child (Article 3): The best interests of children must be the primary concern in making decisions that may affect them. All adults should do what is best for children. When adults make decisions, they should think about how their decisions will affect children. This particularly applies to budget, policy and law makers.

The Council's well-being objectives have been planned to be in the best interests of children and young people. Our *Safeguarding people from harm* objective seeks to take steps to ensure that children are safe from harm and stay with their families or be supported in family settings where it is safe for them to do so. Our *Improving education & skills* objective seeks to ensure that every child and young person in Swansea gains the skills and qualifications they need to succeed in life. Our *Transforming our economy & infrastructure* objective seeks to promote biodiversity and protect Swansea's green spaces, including parks, for recreation, play and to promote health & well-being. Our *Tackling Poverty* objective, among other steps in children's best interests, contains a commitment to ensure that young people are able to access employment, education or training after reaching 16 years of age. Our *Maintaining and enhancing Swansea's natural resources and biodiversity* objective seeks to provide opportunities for schoolchildren to access and learn from their natural environment.

Actions (to mitigate adverse impact or to address identified gaps in knowledge).

- None identified.

Section 6 - Monitoring arrangements:

Please explain the arrangements in place (or those which will be put in place) to monitor this initiative:

Monitoring arrangements: Performance Monitoring Report and Annual Review of Performance to Cabinet

Actions: None identified

Section 7 – Outcomes:

Having completed sections 1-5, please indicate which of the outcomes listed below applies to your initiative (refer to the guidance for further information on this section).

- | | |
|---|-------------------------------------|
| Outcome 1: Continue the initiative – no concern | <input checked="" type="checkbox"/> |
| Outcome 2: Adjust the initiative – low level of concern | <input type="checkbox"/> |
| Outcome 3: Justify the initiative – moderate level of concern | <input type="checkbox"/> |
| Outcome 4: Stop and refer the initiative – high level of concern. | <input type="checkbox"/> |

For outcome 3, please provide the justification below:

For outcome 4, detail the next steps / areas of concern below and refer to your Head of Service / Director for further advice:

Section 8 - Publication arrangements:

On completion, please follow this 3-step procedure:

- 1. Send this EIA report and action plan to the Access to Services Team for feedback and approval – accesstoservices@swansea.gov.uk**
- 2. Make any necessary amendments/additions.**
- 3. Provide the final version of this report to the team for publication, including email approval of the EIA from your Head of Service. The EIA will be published on the Council’s website - this is a legal requirement.**

Action Plan:

Objective - What are we going to do and why?	Who will be responsible for seeing it is done?	When will it be done by?	Outcome - How will we know we have achieved our objective?	Progress

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*** Please remember to be 'SMART' when completing your action plan (Specific, Measurable, Attainable, Relevant, Timely).**

Agenda Item 9

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

<p>Meeting 6 Thursday September 27th Committee Room 2 Civic Centre</p>	<p>1. Equality Review Report 2017/18</p> <ul style="list-style-type: none"> • Richard Rowlands – Corporate Performance Manager • Cllr Mary Sherwood – Cabinet Member for Better Communities <p>2. Q1 2018/19 Performance Monitoring Report</p> <ul style="list-style-type: none"> • Richard Rowlands – Corporate Performance Manager
<p>Meeting 7 Monday October 29th</p>	<p>1. Q1 Revenue and Capital Budget Monitoring 2018/19</p> <ul style="list-style-type: none"> • Ben Smith – Head of Financial Services and Service Centre <p>2. Revenue Outturn and Savings Tracker 2017/18</p> <ul style="list-style-type: none"> • Ben Smith – Head of Financial Services and Service Centre <p>3. Revenue Outturn 2017/18 (HRA)</p> <ul style="list-style-type: none"> • Ben Smith – Head of Financial Services and Service Centre <p>4. Capital Outturn and Financing 2017/18</p> <ul style="list-style-type: none"> • Ben Smith – Head of Financial Services and Service Centre
<p>Meeting 8 Tuesday November 13th</p>	<p>1. Annual Review of Performance 2017/18</p> <ul style="list-style-type: none"> • Richard Rowlands – Corporate Performance Manager • Cllr Clive Lloyd – Cabinet Member for Business Transformation and Performance <p>2. Reserve Update</p> <ul style="list-style-type: none"> • Ben Smith – Head of Financial Services and Service Centre <p>3. Mid-Year Budget Statement 2018/19</p> <ul style="list-style-type: none"> • Ben Smith – Head of Financial Services and Service Centre
<p>Meeting 9 Tuesday December 11th</p>	<p>1. Budget Update</p> <ul style="list-style-type: none"> • Ben Smith – Head of Financial Services and Service Centre <p>2. Q2 Budget Monitoring</p> <ul style="list-style-type: none"> • Ben Smith – Head of Financial Services and

	<p style="text-align: center;">Service Centre</p> <p>2. Annual Review of Well-being Objectives and Corporate Plan 2018/22</p> <ul style="list-style-type: none"> • Richard Rowlands – Corporate Performance Manager • Cllr Rob Stewart – Cabinet Member for Economy and Strategy <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>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>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>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>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. Corporate Complaints Annual Report 2017/18</p> <ul style="list-style-type: none"> • Julie Nicholas Humphreys - Customer Services

	<p>Manager</p> <ul style="list-style-type: none"> • Cllr Clive Lloyd – Cabinet Member for Business Transformation and Performance <p>2. Commissioning Review Item</p>
<p>Meeting 13 Tuesday April 9th</p>	<p>1. Q3 Performance Monitoring Report</p> <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