



Delivering a Successful & Sustainable **Swansea**

The City and County of Swansea's
Corporate Plan 2022/23



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DRAFT

Foreword

There are a number of major challenges facing the world, the UK, Wales and Swansea. Many of these challenges are having a major impact and require us to work in a different way to how we have worked before; and none more so than the impact from the Covid-19 pandemic. The coronavirus pandemic has dramatically changed the way we all live, work and spend our time - with measures implemented by Government continuously changing to contain the spread of this deadly virus.

Since March 2020, the Council's focus has been to preserve life, minimise the spread of the virus and support all our communities. Since the start of the crisis, Council staff and partners have demonstrated their willingness, flexibility, commitment and dedication to deliver front line services to the city's communities, volunteering to support priority areas while also adapting to new ways of working. We're operating the majority of our services in a different form and many staff continue to work from home. This model is not sustainable in its current format and we now need to manage the present as well as plan for the future. To do this we've set out a recovery plan – *Achieving Better Together* – which will allow us to both recover and to transform the Council so that it is better able to respond the challenges of the present and the future.

At the same time as dealing with Covid-19, the Council was preparing for the UK's departure from the European Union on 31st December. The UK's departure will bring a new relationship between the UK and the EU. Whilst this might not be what we wished to see and whilst we still have some serious concerns, Swansea is well-placed to take advantage of any new opportunities that may arise post-Brexit. 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 nature, 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 Swansea and a Wales that we all want to live in, now and in the future. In the meantime, 2022 is an exciting year for Swansea Council. We have local government elections and the appointment of a new Chief Executive pending. These and other external factors mentioned here will bring change to how we do things in Swansea, including new commitments, guidance and direction. For these reasons we have developed an interim one-year Corporate Plan subject to a review with stakeholders in the summer of 2022, following the elections and appointment of a new Chief Executive. A longer-term 5 year Corporate Plan will be published in December 2022 following the review, which will evaluate the vision, objectives and measures contained within the plan.

Cllr Rob Stewart
Leader of the Council

Martin Nicholls
Interim Chief Executive

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

The City & County of Swansea published its Corporate Plan in 2017 as required by the Well-Being of Future Generations (Wales) Act 2015, which included a summary of its well-being statement and key priorities, known as ‘Well-being Objectives’.

The Corporate Plan and Well-being Objectives have been reviewed and refreshed for 2022/23.

There will be a further review of the Council’s Corporate Plan for the next five years 2022/27 following the appointment of a new Chief Executive and local government elections in May 2022.

The review of the Corporate Plan and our Well-being Objectives for 2022/23 was undertaken by consulting with local people and by assessing, among other sources, the following evidence:

- Future trends and challenges.
- Future Generations Commissioners Report 2020.
- Our equality objectives, including Welsh language.
- Our policy commitments.

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.

Covid-19

The Covid-19 Crisis has posed significant and unprecedented challenges to the way we deliver our services, support partnership working and our way of life. Since March 2020, the Council’s focus has been to preserve life, minimise the spread of the virus and support all our communities.

This Corporate Plan has been developed within the limitations imposed by the Covid-19 pandemic.

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.

Since the start of the crisis the Council's staff have demonstrated their willingness, flexibility, commitment and dedication to deliver front line services to the city's communities, volunteering to support priority areas while also adapting to new ways of working from home.

The council is now operating the majority of its services in a different form and (in the main) many staff continue to work from home. This model is not sustainable in its current format and the Council now needs to manage the present as well as plan for the future.

To do this, consideration has been given to setting out a recovery programme – *Achieving Better Together* - that will re-mobilise the Council, refocus the Council to be able to be efficient and effective in delivering the Corporate Plan and its priorities taking account of the changes to the economy, health protections, ongoing Covid-19 restrictions and finally re-shape, looking beyond the next 2 years through the new Corporate Plan from 2022 building upon our previous transformation programme, *Sustainable Swansea – fit for the future*.

Strategic Equality Plan 2020-24

There is a close correlation between the Council's Corporate Plan and Well-being Objectives and the Council's Strategic Equality Plan and Equality Objectives. A new Strategic Equality Plan with new Strategic Equality Objectives was published during 2020/21 following extensive consultation and engagement with people, including people with protected characteristics. There is now closer alignment between many of the steps to deliver both the Council's Equality and Well-being Objectives as we pursue integration, seek to improve well-being and strive towards a more equal Swansea and a more equal Wales.

2. Summary of Well-Being Statement

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

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

The challenges ahead

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

- Population changes – a growing, ageing and more diverse Swansea.
- Economic changes – attracting investment, high quality jobs and new technology into Swansea while addressing the skills gap.
- Climate change and nature emergencies – 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.
- Covid-19 – helping Swansea to recover and transforming the Council to meet the changes and the new challenges ahead.

We have sought to address these current and future challenges through our Corporate Plan and our Well-being Objectives. Going forward and looking beyond the next two years, the UK's departure from the EU, the climate and nature emergencies and the impact from Covid-19, including changes to the economy, health protections and any ongoing Covid-19 restrictions, have been considered and captured in the refreshed Corporate Plan from 2022.

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 their potential.
- ***Delivering on Nature Recovery and Climate Change*** – so that we maintain and enhance nature and biodiversity in Swansea, reduce our carbon footprint and tackle climate change.
- ***Transformation & Future Council development*** – so that we and the services that we provide are sustainable and fit for the future.

The '*Delivering on Nature Recovery and Climate Change*' objective is new for 2022/23 and is a development from the previous Well-being Objective 'Maintaining and enhancing Swansea's natural resources and biodiversity'. This new Well-being Objective has been adopted to place particular emphasis on addressing the long-term challenges arising from climate change and the threat to biodiversity; following Welsh Government declarations for Wales, the Council has declared both a Climate Emergency and a Nature Emergency, which will be responded to through this Well-being Objective.

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. The response to the Covid crisis has resulted in significant innovations and changes to the way staff work and deliver services.

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, cultural 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 our new *Achieving Better Together* programme, which is about recovering from Covid-19 and 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. For example, we have continued to work with social care providers to support the ongoing challenges to the easing of lockdown and fight against the effects of Covid-19, while plans are put in place to move the balance away from acute care towards preventative and community services.

- **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.

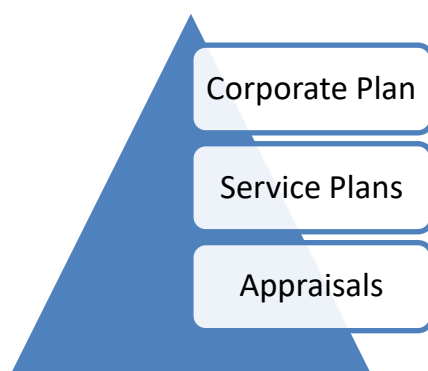
This 'Team Swansea' approach has been vital when dealing with Covid-19, working as a whole-Council with partners, such as Health, to ensure that every service can

play a part in contributing to our well-being objectives and that we share resources and expertise in response to Covid-19. 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; this will be an important part of our *Achieving Better Together* programme as we seek to recover from Covid-19, tackle climate change and nature emergencies and transform Council services to be fit for the future.

- **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.

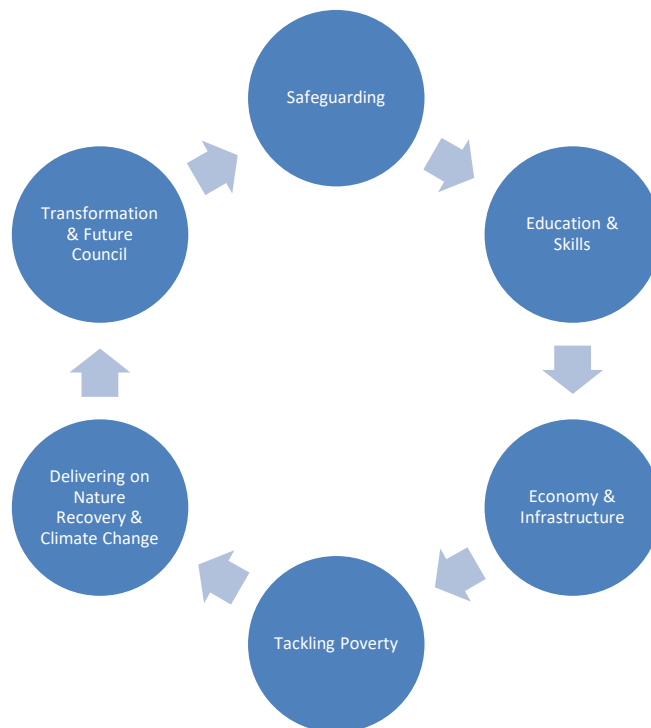
The Council needs to continue to develop its preventative approach and has to that end developed a *Prevention Strategy*. This strategy will further embed early intervention and prevention into the Council's business and place an even greater focus on improving well-being. Much of the approach to Covid-19 has been about preventing the spread of the virus; for example, by working with partners to inform and reassure the public and reinforce health and social distancing messages through social and other media.

- **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 and how society might change following Covid-19 and as a result from the threats from climate change and the decline in biodiversity.

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 a new Integrated Impact Assessment tool that is being used to identify and strengthen interdependencies.

We used this tool to assess and review our Corporate Plan and Well-being Objectives, which 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.

Further engagement with our Public Service Board partners on our Well-being Objectives will be undertaken during the production of the next PSB Well-being Plan; PSB partners were offered the opportunity to participate in a survey to help inform the Council's Corporate Plan and Well-being Objectives for 2022/3.

- **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. These include:

- Working with 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 West Glamorgan 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.
- Working in partnership with Health, Welsh Government, other public bodies and the third sector to respond quickly and effectively to the Covid-19 pandemic.

- **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 new *Consultation and Engagement Strategy* for practitioners to help them engage with residents and service users.

In addition, the Council engages with the diversity of the population through diversity groups and forums, such as the 50+ Network 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 have developed a *Co-production Framework*. 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. In response to Covid-19, our new recovery and transformation programme – *Achieving Better Together* – seeks greater and more meaningful engagement with our residents and community.

Involving people in our Well-being Objectives

The review of our Corporate Plan and Well-being Objectives for 2022/23 has been done within the restrictions imposed by the Covid-19 pandemic, which limited face-to-face engagement in particular.

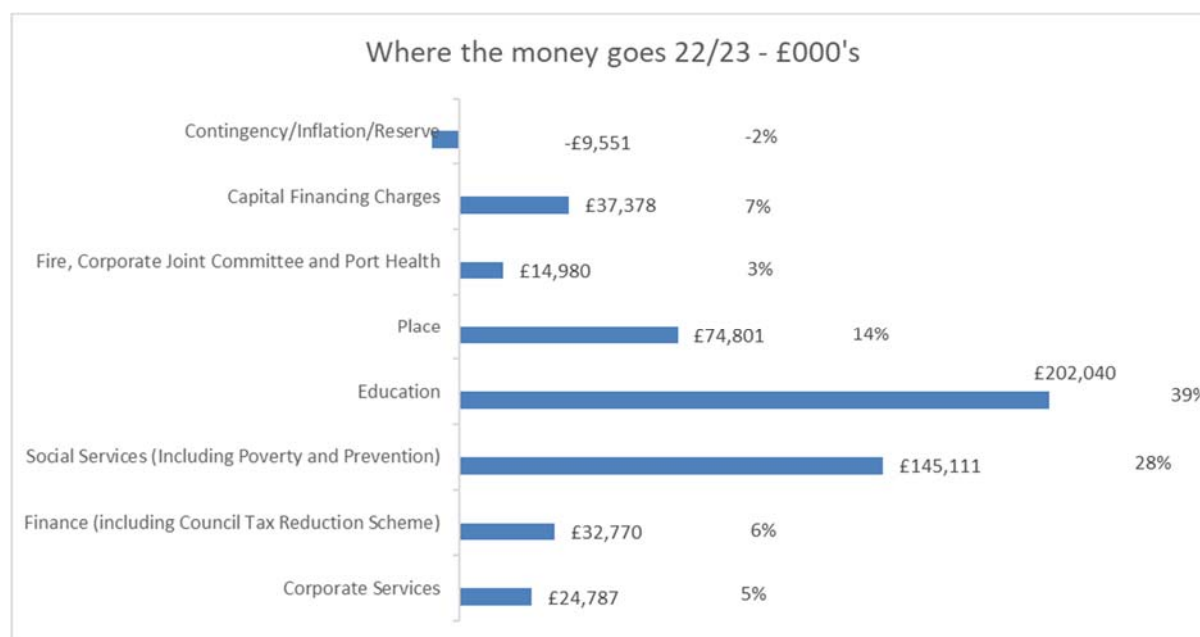
The Council undertook a survey as a guide and 'temperature check' to help inform the refresh of the Corporate Plan and Well-being Objectives for 2022/23. The survey was widely publicised and, in addition to being aimed at the general public, was also targeted to specific stakeholders and accompanied by supporting information. Respondents were asked their views about the Council's existing Well-being Objectives and performance delivering them and whether they were the right objectives to improve well-being in Swansea now and in the future; respondents were also asked about their views on the new and proposed Well-being Objective '*Delivering on Nature Recovery and Climate Change*'.

Overall, the results of the survey show that respondents agreed that the Council's proposed Well-being Objectives for 2022/23 were the right objectives for Swansea Council to continue to improve well-being in Swansea. The largest proportion of respondents agreed that Transforming our Economy and Infrastructure was the right objective for Swansea Council in the future (81%), closely followed by agreement with Safeguarding People from Harm (77%) and Improving Education and Skills (77%). Just under three quarters of participants (73%) thought that Tackling Poverty was the right objective for Swansea Council in the future and almost two thirds (62%) agreed with the new objective Delivering on Nature Recovery and Climate Change and 54% agreed with Transformation and Future Council Development.

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 £500 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 (2022/23 budget):



Public consultation on the 2023/24 budget will be underway by the Autumn unless it is delayed, as has been the case for the last 3 years by national UK and Welsh government decisions to delay budget allocations and announcements (exacerbated more recently by Covid-19 financial uncertainty). Although the amount of money we receive from Welsh Government is a significant increase for next year (2022/23) and could well be a modest increase in cash in future years, there will need to be additional savings to offset our forecast additional expenditure, which is outside our control such as rising price inflation, national pay awards and demographics.

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. We also have to ensure robust and rapid recovery from Covid-19 both in terms of health, wellbeing, and economic activity. Our budget includes a list of budget priorities in line with our well-being objectives set out in our Corporate Plan. But with finite resources we'll have to make tough choices in the future on spending and taxes to balance the books.

We raise over £135million in Council tax each year, not even 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.

3. Our Well-being Objectives

The next part of the Plan sets out our Well-being Objectives for 2022/23. 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 Well-being Objectives.**

Safeguarding people from harm

Why this priority is a well-being objective.

- Swansea is a fair and equal city in which children can have the best start in life to be the best they can be, safe within their families.
- Swansea is a vibrant city in which all people can together live happy, healthy, fulfilling lives, achieve their own wellbeing outcomes and age well.
- We are committed to enhancing the health, wellbeing, safety and to promoting the rights of vulnerable adults, children and families
- We aim to prevent and intervene early, where a person or child is at risk of harm, abuse, neglect or exploitation, and to ensure the right care and support at the right time.
- We will continue to promote safeguarding vulnerable people as everyone's business, across the Council, through a skilled and professional workforce, our elected members and any organisation or person who undertakes work on our behalf.

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

- Managing the impact of COVID-19 and looking forwards with the help of the Council's Recovery plan will be a key focus going into 2022/23 and beyond, as we carry on with transformation programmes to modernise social care services. An ageing population with increased health needs and overall greater demands on the health and social care system requires a more preventative, sustainable approach.
- We are working in partnerships to improve health wellbeing outcomes and safety of our most vulnerable citizens.
- Through coproduction we are involving people in everything we do, focusing on 'what matters most' to them as citizens, placing them at the centre of their own care and support and by coproducing services to achieve better outcomes
- By ensuring there is better quality and more accessible health and social care services for adults children and families who need our care and support.
- Swansea is engaged in work on a regional strategic approach to support the wellbeing needs of carers and young carers, this needs to translate into a clear approach locally to make a difference in the lives of individuals.

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

- **Safeguarding as Everyone's business** - safeguarding our most vulnerable people, prioritising services and contact during the Covid-19 response and beyond, continuing to ensure that safeguarding is 'everyone's business' across

the Council, within schools, with partners and through West Glamorgan Safeguarding Board and partnerships.

- **Prevention and early intervention** - working preventatively with partners to address social isolation, adverse childhood experiences and domestic violence. By extending local area coordination, offering support to families and promoting well-being opportunities to enhance our quality of life in supportive communities and within Swansea as a Healthier City.
- **High quality and resilient statutory services** - continue to ensure that Adult and Child & Family Services are robust, resilient and effective in getting right care and support to the right person, at right place and at the right time.
- **Improving outcomes for children and young people** - by promoting rights of children, young people, and improving outcomes of looked after children and care leavers, and to reduce number coming into our care through a new 'Supporting children and young people to be safe with family' strategy, by implementing Child and Family service improvements and through the Corporate Parenting Strategy to help them achieve a better life.
- **Transforming Care and Support to vulnerable adults** - Supporting our most vulnerable adults to remain safe and independent at home, with access to joined up Health and Social Care services to improve outcomes for the most vulnerable Swansea citizens, and by rebalancing our service offer to focus on prevention, reablement and recovery.
- **Support to unpaid carers, parent carers and young carers** - recognising the vital contribution of unpaid carers, parent-carers and young carers to supporting vulnerable people; by coproducing new approaches to improve access to a range of support to help achieve their own well-being outcomes.
- **Building a skilled, professional workforce** – to ensure we can recruit and retain a workforce that receives the leadership and professional support they need to be resilient and the best they can be in safeguarding the most vulnerable people, delivering high quality services, promoting better health and wellbeing outcomes for citizens, and in working with partners to achieve a sustainable, zero net carbon, integrated health and social care system.

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 help citizens achieve their own wellbeing outcomes and to reduce the need for people to access statutory services.
- *Addressing long-term challenges* – working preventatively, in a rights-based way, co-producing care and support plans with citizens to help plan to address future care and support outcomes, and identify solutions for tackling new and rising demands on local health and social care services.
- *Working in partnership with others* – to tackle complex well-being and society issues such as adverse childhood experiences, domestic violence, homelessness and helping people to live and age well with partners through the Public Service Board.
- *Avoiding conflicts between public body objectives* – working collaboratively with partners through Western Bay regional health and social care partnership board, regional safeguarding board and through the Public Service Board.
- *Involving people* – involving all citizens, including carers, young carers and victims of domestic abuse and looked after children and their families in coproducing their own care and support plans, and by focussing on their rights, their strengths and assets and what they can bring to their own family networks and communities.

How we will measure progress².

- Total number of reablement packages completed and the need for support.
- Adult care and support plans reviewed within statutory timescales.
- Carers assessments completed for adults.
- Children on the Child Protection Register, looked after, supported and visits not overdue.
- Children and young people supported.

The contribution this well-being objective makes to the Public Service Board Well-being 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"/>

² Provisional pending review and data development.

Improving **Education & Skills**

Why this priority is a well-being objective.

- We want all children and young people in Swansea to be ambitious, capable enterprising learners who are ready to learn throughout their lives and be creative contributors to life and work.
- We want all children and young people to attend school regularly, to be safe, to be resilient and to be healthy.
- We want all children and young people with additional learning needs to have timely and effective support to enable them to reach their full potential.
- We want to encourage and support vulnerable learners and their families to be engaged in 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 want our children and young people to be aware of their rights and responsibilities in Swansea and as global citizens.
- We want our children and young people to have good Welsh language skills.

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

- Ensuring young people have the STEM (science, technology, engineering and mathematics) skills to be able to take the opportunities arising from the Swansea Bay City Deal.
- Providing a school estate that is fit for the 21st century.
- Recovering from the impact of the Covid-19 pandemic on children and young people's learning and health and well-being.
- Addressing the inequalities created by the link that exists between educational attainment and economic prosperity.
- Ensuring that the support for the provision of additional learning needs is stronger, less adversarial and places children and young people at the centre of decision making.
- Ensuring equal opportunities for all learners to learn Welsh and speak the language confidently and to promote the benefits of bilingualism/ multilingualism.

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

- **Pupil attendance and performance** - Support and challenge schools to improve attendance and pupil performance, with a focus on improving literacy (in English and Welsh), numeracy and digital competence for all children of all ages, including children who are looked after (LAC), educated other than at school (EOTAS) or have additional learning needs (ALN).
- **Impact from Covid-19** - Support pupils, families and schools to maintain continuity of learning and well-being during the Covid-19 response and recovery.
- **Welsh language** - Increase the number of children taught through the medium of Welsh and promote the use of Welsh in schools and socially through the Welsh in Education Strategic Plan.
- **Pupil voice** - Continue to involve children and young people in their education and community through Schools Councils and engagement events.
- **Pupil rights and responsibilities** - As part of our commitment to the UNCRC, support schools to design a curriculum that will help its learners understand and exercise their responsibilities and rights; to respect the needs and rights of others; and show their commitment to the sustainability of the planet.
- **Poverty and disadvantage** - Ensure our vulnerable children are not disadvantaged by poverty or other factors that negatively affect their well-being and limits or restricts them in achieving and attaining high standards in education.
- **Schools estate** - 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.
- **School buildings** - We will, by using our school building and maintenance programme, reduce our carbon footprint.
- **STEM** - Align our education system and continue to collaborate with partners ensuring we create the right people with the right skills to supply the new economies and meet the challenge of the Swansea Bay City Deal.
- **Apprenticeships** - Raise vocational aspirations and skill levels in the workplace, contributing to the development of ambitious, skilled young people and adults by providing high-quality apprenticeships.
- **Lifelong learning** - Develop independent learning skills for lifelong learning to reflect the changing nature of work and to support well-being, creativity and reduce social isolation.

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* – Supporting schools to design engaging curriculums so that pupils improve their skills and qualifications that they need to go on into further and higher education, training or employment. Early support for learners and their families to overcome barriers to good attendance. Collaboration with families who choose to electively home educate.
- *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* – Collaborate with local authorities through the regional arrangements to support school improvement services. Improved collaboration and information sharing with agencies to ensure early identification and support to achieve positive outcomes for children and young people.
- *Avoiding conflicts between public body objectives* – Creating synergy between national and local objectives and economic development.
- *Involving people* – Involving learners in their education through a range of engagement mechanisms in order to demonstrate we value these key stakeholders. Ensure the views of families and the wider community are considered.

How we will measure progress³.

- Attendance at school.
- Reduced exclusions from schools.
- Achievement at the end of Key Stage 4, including those receiving free school meals, children looked after by the Council, pupils educated other than at school.
- Enrolment and attainment in Mathematics and Science subjects at the end of key stage 4.
- Success of individual and personal plans for most vulnerable children.

³ Provisional pending review and data development.

- Levels of enrolment and attainment of Welsh at Key Stage 4.
- Timeliness in completing statutory Individual Development Plans for learners with additional learning needs.
- Young people known to be NEET at 16 years of age.
- Enrolment and outcomes of apprenticeships in the Council and the wider community.
- Engagement with training weeks secured for the economically inactive or unemployed through community benefit clauses in contracts.
- Number of learners in Year 1 receiving their education in a Welsh-medium primary school.

The contribution this well-being objective makes to the Public Service Board Well-being 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"/>	<input checked="" type="checkbox"/>

Transforming our **Economy & Infrastructure**

Why this priority is a well-being objective.

- We want to raise economic performance to create wealth and employment opportunities to improve the economic well-being of Swansea's citizens.
- We want to lever all investment and funding opportunities in realising this objective including UK Government City Deal, Levelling up and Shared Prosperity Fund, Welsh Government Transforming Towns, Economy and Creative Wales and other major funders.
- We want to ensure our local economies are supported to achieve resilience in the face of future global, national and regional challenges, in particular the city centre and our small independent businesses and organisations that are the fabric of our communities large and small.
- We want to provide an enabling approach to support individuals, businesses and communities through our employment and business support, regeneration activities, cultural assets, transport connectivity, planning and other support and regulatory frameworks in delivering these practical measures.
- We want to ensure Swansea is a place characterised by sustainable communities with sufficient good quality housing and places for work and leisure.
- We want to continue to forge strong, hard-working networks with our external partners who are co-delivering with the Council.
- We want to take advantage of untapped growth potential to generate sustainable energy, deliver on net zero commitments, protect the environment and boost the economy.

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

- Post-Covid support and recovery.
- A digital and connected future and new models of working.
- Ongoing productivity gap with rest of UK – Swansea's productivity (GVA per hour worked) stood at 87.6% of the UK average in 2019.
- Swansea has a healthy level of new business formations but the relative size of the business base (497 businesses per 10,000 population) is below Wales (539) and UK (717) averages, and one and five year survival rates for enterprises are below the equivalent rates for Wales and UK.
- A new future for both the City Centre and smaller district and local centres and adapting to new ways of working including transport methods and connectivity and positive impact on places.

- Climate emergency and adaptations and achieving Council's Net Zero ambitions.
- Ongoing issue of unemployment and inactivity and ensuring a supply of genuine pathways and opportunities. Economic activity and employment rates in Swansea are lower than Wales averages and further below equivalent UK rates.
- The Household Income Gap – although Gross Disposable Household Income has risen in Swansea by 11.2% since 2014, it continues to lag behind Wales and the UK where rises were 14.5% and 19.7% respectively.
- Wage rate gap - Over the last year, average annual full-time earnings in Swansea have fallen by 2.3%, whilst Wales and UK figures have increased by 1.5% and 3.6% respectively.
- Contribute to a reduction in deprivation, through the creation of sustainable well paid employment. There are pockets of deprivation across the county, with a number of areas among the highest levels of deprivation in Wales. In the 2019 Welsh Index of Multiple Deprivation (WIMD), Swansea has an above average proportion of its Lower Super Output Areas (LSOAs) featuring in the most deprived 10% in Wales, with 17 (11.5%) of its 148 LSOAs in the 191 (10%) most deprived.
- Change the current business sectoral mix towards higher skilled, higher paid employment. 88.4% of employment is currently service sector based, and there is an under- representation of businesses in professional, scientific and technical sectors which tend to have better skilled and higher paid roles.
- Swansea has a higher proportion of retail businesses than the Welsh and UK average – the planned regeneration schemes will help diversify the city and district centres.
- Resident skills – continue to upskill people to take advantage of opportunities in new and emerging industries.
- Address skills gaps in sectors such as care, hospitality and construction.
- Recognising and working with deep seated anti-social behaviour, crime and associated issues and providing real alternatives and support.
- Enabling creation of sustainable energy sources.
- Help reduce commercial property viability gap with provision of quality flexible adaptable office space in response to increasing levels of inward investment interest and local independent business growth in both town centres and modern industrial settings.

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

- **Regional Economic Delivery Plan** - Lead implementation of South West Wales Regional Economic Delivery Plan in Swansea and associated work packages

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

How we will measure progress⁴.

- Timeliness assessing planning applications.
- Approvals of major planning applications.
- Housing units and commercial floor space created as a result of the Transforming Towns programme
- Value of inward investment into Swansea.
- Tourism spend.
- Projects containing community benefit clauses in contracts and number of training weeks created.
- Average Turnaround Time for Land Charge Searches.

The contribution this well-being objective makes to the Public Service Board Well-being 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"/>

⁴ Provisional pending review and data development.

Tackling Poverty.

Why this priority is a well-being objective.

- Swansea Council is committed to reducing poverty and the impacts that poverty has upon its citizens. Poverty can limit aspirations, damage relationships and ensure a loss of life chances.
- We want a Swansea where having poverty is not a barrier to doing well at school, having a healthy and vibrant life, developing skills and qualifications and having a good job and income.
- We want to ensure equitable 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.
- 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, with almost a quarter of people in Wales living in poverty.
- Wales has the worst child poverty rate of all UK nations with 31% of children living below the poverty line.
- 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.
- The extra costs that people on low incomes must pay for essentials, such as transport, fuel and food, remain very high.
- 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 the need to support families and children during the very early years can help mitigate this effect.
- 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.
- Single parents have the highest in-work poverty rates.
- Ongoing changes in Welfare Reform can create problems for those already in financial crisis, and push more people into poverty.
- The economic and social fall-out and the immediate and longer-term implications from the Covid-19 pandemic for poverty in Swansea.

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

- **Tackling Poverty Strategy** - Work in partnership to tackling poverty including the revision and implementation of Swansea Council's *Tackling Poverty Strategy* ensuring that tackling poverty is everyone's business.
- **Community Cohesion** - Enhance community cohesion and reduce inequalities of income, resource and opportunity by ensuring that residents can fully participate in society and contribute to their communities.
- **Access to Services** - Ensure that services are accessible, inclusive, timely and effective, and that those with lived experience are involved in coproducing solutions.
- **Early Years** - 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.
- **Education, Training & Employment** - Work with our partners to reduce inequalities in educational, training and employment outcomes throughout the life course.
- **Person-centred employment** - Provide a coordinated person-centred approach to supporting people to overcome their barriers to employment.
- **Welfare reform** - Help to address the impacts of welfare reform and socio-economic disadvantage by supporting people to claim the full benefits and financial support that they are entitled to, reduce costs and make the most of the resources that they have, improving access to opportunities to improve their financial wellbeing.
- **Homelessness prevention** - Prevent homelessness and support people to maintain their tenancies to help provide stability and security for families and communities, through the development and implementation of a new Housing Support Programme Strategy 2022-2026.

- **New energy efficient Council homes** - Continue to invest to improve existing council housing, provide energy efficiency improvements / decarbonisation to reduce fuel bills and fuel poverty for council tenants and help meet local and national targets for decarbonisation.
- **Affordable housing** - Build more energy efficient Council homes and support the building of affordable housing to help meet housing need, regenerate estates and bring wider economic and employment benefits.

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.
- *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 Services 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 progress⁵.

- Welfare benefits secured by the Welfare Rights service.
- Timeliness processing housing and council tax benefit applications and changes of circumstances.

⁵ Provisional pending review and development.

- Average number of days homeless families with children spend in Bed & Breakfast accommodation.
- Affordable Housing units delivered.
- Number of people gaining employment through Employability Support.
- Number of accredited qualifications achieved by adults with local Authority support.
- Deliver the *Tackling Poverty Strategy* showing demonstrable achievement.
- Deliver our *More Homes & Homelessness Strategies*.

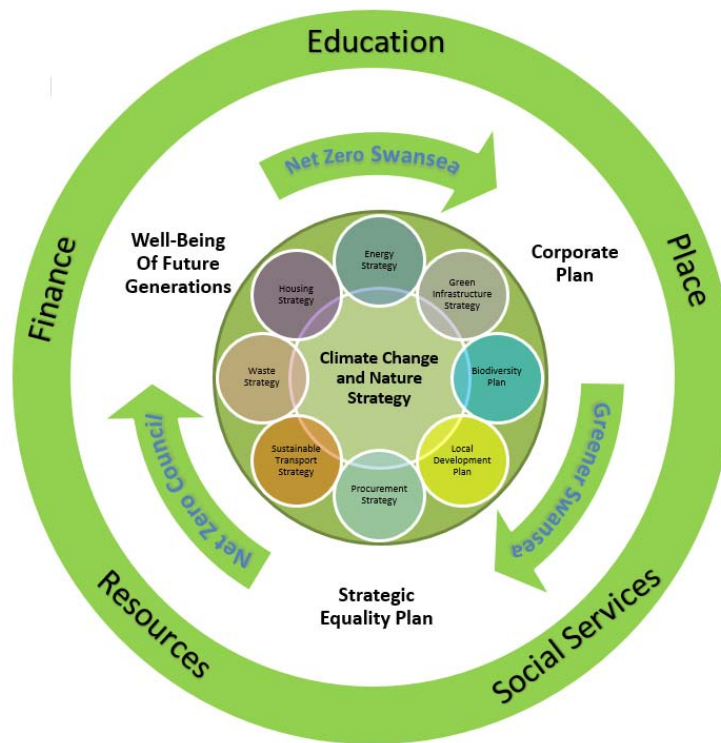
The contribution this well-being objective makes to the Public Service Board Well-being Objectives.

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"/>	<input checked="" type="checkbox"/>

Delivering on **Nature Recovery and Climate Change**

Why this priority is a well-being objective.

- Following Welsh Government declarations for Wales, the Council has declared both a Climate Emergency in June 2019 and a Nature Emergency in November 2021.
- Using the Welsh Government Route map to net zero, Swansea Council will align with its principles, knowing what needs to be done now, by 2022-26 Low Carbon becoming the norm and by 2030 where choosing carbon zero is routine.
- Sound governance has been established within the council to act on such challenges and all activity will be driven within the parameters of the Well-being of Future Generations Act (Wales) 2015, the Environment Act (Wales) 2016, the Strategic Equality Plan and the Corporate Plan and the Swansea (PSB) Well Being Plan.



- To ensure that in addition to achieving net zero 2030 for Swansea Council, we will work with partners, organisations, schools, businesses to support Swansea as a whole county and citizens in its efforts to become net zero by 2050, aligning with the Net Zero Wales Carbon Budget (2) 2022/2025. Establishing both Climate and Nature Charters and a Pledge Wall to encourage active participation and help build a healthier, more prosperous and biodiverse/ ecologically resilient Swansea.

- 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 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 need to raise awareness of the impacts of biodiversity loss and climate change at the local level and provide information, advice, and practical support and incentives to encourage others to take action and collaborate to deliver positive solutions to these challenges.
- We want everyone to have access to, understand, appreciate and benefit from Swansea's outstanding natural environment and to play their part in looking after and enhancing it, resulting in a healthier, greener and more prosperous Swansea.
- Our future survival and quality of life is dependent on healthy resilient natural environment, the multiple benefits it provides to society and on reducing our carbon emissions to net zero.
- 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.

- A public sector target of 2030, ahead of the Welsh Government's target of 2050 for the whole of Wales, will give us our best chance of keeping global warming below 1.5°C. This is the tipping point at which the climate impacts we're already experiencing will go from bad to potentially catastrophic. We'll see natural systems cross danger points, triggering lasting changes such as extreme storms, heatwaves, mass loss of natural habitats and species.
- We are at a critical point in time for nature recovery and without urgent transformative change, many of our species and habitats will continue to decline or become extinct.
- 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 reduce our carbon footprint and to mitigate for and adapt to the likely risks and impacts.
- Creating high quality environmentally and low carbon responsible and sustainable green jobs that make the most of our unique natural resources e.g. through environmental tourism, sustainable land and coastal management, local food production, sustainable waste management, energy efficiency, renewable

energy and carbon capture. As such we will explore and support projects such as on and off shore renewables which align to these ambitions

- Reducing inequalities in health and well-being by maintaining and enhancing a high quality and accessible natural environment plus ensuring fair access to low carbon energy, homes, travel options, sustainably sourced food and greener job opportunities.
- Sustainably managing and enhancing the quality of our natural resources including air, water, soils and biodiversity will help increase Swansea's ecological resilience and the well-being of its inhabitants.

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

- **Biodiversity** - Develop, adopt and implement a Corporate Biodiversity (Section 6) Action Plan in line with Welsh Government's 3-year reporting cycle alongside the preparation and delivery of a Nature Recovery Action Plan in collaboration with The Swansea Nature Partnership and the preparation of a County wide Green Infrastructure Strategy.
- **Climate Change and Nature Strategy** - Embed a Climate Change and Nature Strategy and Action Plan, working with and encouraging partners, organisations, businesses, communities and individuals to support nature recovery and reduce their carbon footprint, signing up to the Climate and Nature Charter /Pledge.
- **Energy Action Plan** - Deliver the energy action plan, working towards creating a low carbon economy, which promotes renewable energy and takes actions to reduce the carbon footprint for Swansea Council and Swansea in line with Welsh government reporting guidelines.
- **Procurement and social value** - Review the Councils' Procurement approach to embed its social value within its ward criteria maximising the local spend within the locality and region and reducing the carbon footprint of its commissioned activities.
- **Sustainable Transport Strategy** - Embed and deliver a sustainable transport strategy and encompassed action plans on active travel, green fleet, grey fleet and street lighting.
- **Energy efficient Council homes** - Continue to develop the Councils Energy efficient new builds More Council Homes programme to net zero standards and subject to funding begin to roll out the decarbonisation of its existing housing stock in line with emerging Welsh Government Guidance.
- **21st Century Schools and Net Zero** - We will commence and ensure that the design and development of all new 21st Century schools to be Net Zero Carbon targets from January 2022. This will include new builds and major refurbishments.

- **Net Zero buildings and materials** - We will seek to maximise opportunities to lower carbon input into maintenance and renovation work in existing public buildings and work towards utilising net zero materials by 2030.
- **Waste reduction strategy** - Deliver a waste reduction strategy, including minimise our use of non-recyclable products and materials, recycle more waste and promote a circular economy.
- **Air, water and soil quality** - Take action to maintain and improve the quality of our air, water and soils.

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, we can prevent problems occurring. By delivering net zero targets we can help avoid global warming and subsequent consequences. Adaptation activity will help us prepare for change already identified as unavoidable.
- *Addressing long-term challenges* – We want to reverse 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. We want to achieve net zero carbon.
- *Working in partnership with others* – We will continue to support and collaborate with others to co-ordinate the planning and delivery of actions and maximise use of resources.
- *Avoiding conflicts between public body objectives* – By raising awareness of biodiversity and climate change 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 and reduce our carbon footprint . More people will be enabled to access and enjoy their natural environment and contribute to mitigating the impacts of climate change.

How we will measure progress⁶.

- Monitor the delivery of the Section 6 Corporate Biodiversity Plan the Nature Recovery Action Plan and the Resilient Wales goal through annual business planning and reporting mechanisms up to 2027. We will report to Welsh Government every 3 years in line with our Biodiversity Duty.
- Embed a Climate Change and Nature Strategy and monitor the delivery of respective Action Plans up to 2027.
- Continue to monitor air and water quality.
- Monitor the delivery the energy action plan targets proposed to 2027.
- Set out new measures for monitoring the impact of our Procurement of goods and services in line with eth emerging Welsh Government carbon measurement toolkit.
- Embed and deliver a sustainable transport strategy to 2027.
- Continue to report the number of new homes constructed to net carbon zero standards and set out new measures of recording the decarbonisation of our existing stock in line with emerging Welsh Government guidance.
- Report on the delivery of a waste reduction strategy.

The contribution this well-being objective makes to the Public Service Board Well-being 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"/>

⁶ Provisional pending review and data development.

Transformation & Future Council development

Why this priority is a well-being objective.

- We want to implement the Local Government and Elections (Wales) Act 2021 and work with other members of the 'local government family' on regional collaboration.
- We want to modernise and transform the Council through our *Achieving Better Together* Transformation programme. In the medium to long-term the programme will build on what has changed as a result of the pandemic and how we can deliver services in different ways to help tackle rising demand and reducing revenue budgets.
- We want a sustainable organisation with improved efficiency in the future that ensures costs and savings are considered over the medium to longer term and have due regard to the Well-being of Future Generations Act.
- We want to provide effective meaningful engagement with our stakeholders including our staff, citizens of Swansea and our partner organisations, so the Council can make informed decisions that improve the access, quality and delivery of services.
- We want to embed equality, diversity and integrated thinking across the Council.
- We want to ensure the Council's priorities, objectives and themes are embedded into all that we do and that the organisation culture is aligned and attracts the right talent for the future.
- We want to develop and maintain the approach where residents are able to use online channels first while ensuring all individuals and communities, including the most disadvantaged, have access to online services.
- We want the public to play their part by co-producing and helping to run services, with 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 continue reviewing all of our services to ensure they are delivered in the best way working with partners and preventing the need for people to access complex statutory services.

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

- Despite increases in funding because of the pandemic, the long term funding position facing Swansea Council is challenging.
- Public service demand is projected to continue to increase.
- How people interact with public services is changing.

- Demographic patterns are changing, including reducing fertility rates and increasing life expectancies.
- The ability to provide opportunities to all populations and places equally across all areas of society is required.
- The evolution of technology is expected to continue to pave the way in defining how modern societies and economies will interact and develop into the future, not least our approach to social interactions, where we work, and how we access key services like education, health and social care.

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

- **Regional working** - Work with CJC partners on regional collaboration to exercise functions relating to strategic development planning, regional transport planning, promoting the economic well-being and delivering a regional energy strategy for South West Wales.
- **Recovery and transformation** - Continue with the Council's short, medium and long term transformation programme '*Achieving Better Together*' working towards a Council that is sustainable, efficient and effective in all that it does, with the citizen at the heart of decisions.
- **Managing resources** - Ensure we have a joined-up approach promoting partnership working, explore innovative funding and investment strategies and how the value of Council assets can be maximised, longer-term budget planning that balances the budget with indicative costed savings and a capital programme balance that links the capital to revenue, cost to services users and the expected benefits.
- **Community benefits** - Continue to work with Welsh Government with a commercial focus on re-investment in the local economy and review the Council's approach to procurement to secure local economic and community benefits, in line with the sustainable development principles.
- **Involvement in local democracy** - Continue to modernise public engagement in local democracy and Council decision making to ensure diversity in our decision making and effective meaningful consultation, engagement, participation and coproduction with our stakeholders including our staff, citizens of Swansea and our partner organisations, so the Council can make informed decisions that improve the access, quality and delivery of services.
- **Equality & Human Rights** - Continue to implement our Strategic Equality Plan 2020/24, work towards becoming a Human Rights City and embed equality, diversity and integrated thinking across the Council's action plans and decision-making.
- **Workforce development** - Implement the Council's Organisation Workforce Strategy to deliver joined up transformed services. Ensure that we have the right people with the right skills, including Welsh language, in the right areas and

Leadership and Management that set us up to be a sustainable, efficient and effective organisation with a culture that attracts the right talent for the future.

- **Digital First** - Continue to embed a “Digital First” strategy, ensuring that citizens who want to can access more Council services and information on-line, while promoting Digital Inclusion and access to online services for others by offering our citizens lifelong learning opportunities, free computer courses and training.
- **Partnership working** - Continue to work and collaborate with our partners including the Third sector to encourage and support community action and citizen groups to sustain and add value to community based resources, infrastructure and services.
- **Community involvement** - Develop more collaborative and partnership working, including with Councillors, communities, organisations and citizen groups to encourage and enable greater community ownership of assets, services, resources, funding with devolved decision making that provides long-term sustainability in communities.

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 *Achieving Better Together* programme.
- *Addressing long-term challenges* – changing the way the Council works including more digital services to reflect the move during Covid-19 towards people wanting and needing 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 citizens in policy development and how the Council delivers services, enabling community action and ownership.

How we will measure progress⁷.

- 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.
- Beneficiaries who have attended the “Get Swansea online” programme.

The contribution this well-being objective makes to the Public Service Board Well-being 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"/>

⁷ Provisional pending review and data development.

4. Monitoring Delivery – keeping performance under review

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

How we will monitor progress

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

How we will report achievements

- Quarterly and annually through Cabinet.
- Annual Report.

When and how this plan will be updated

- Annual review and refresh.

5. 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.

6. 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>

Well-being of Future Generations Act

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

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

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

West Glamorgan Regional Partnership

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

Partneriaeth (formerly Education through Regional Working (ERW))

<http://erw.wales/>

Poverty and Prevention Strategies

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

Climate change and nature

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

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>