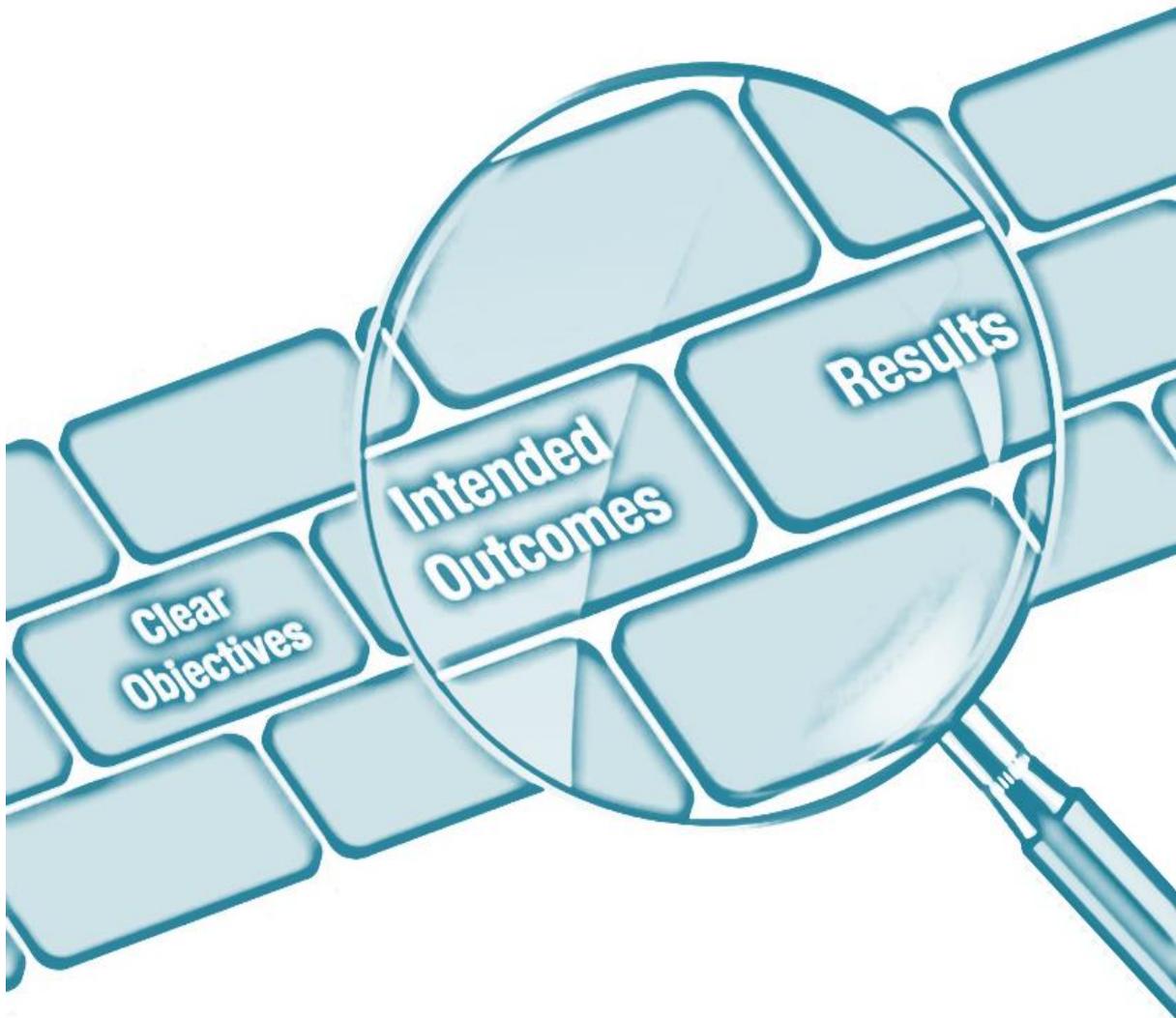


Annual Review of Performance

2018/19



Contents

Introduction	Page 3
Part 1 – Reports on progress in 2018/19 undertaking the steps to meet the Council’s Well-being Objectives	Page 4
Safeguarding People from Harm	Page 5
Improving Education & Skills	Page 18
Transforming our Economy & Infrastructure	Page 29
Tackling Poverty	Page 43
Transformation & Future Council development	Page 57
Maintaining and enhancing Swansea's natural resources and biodiversity	Page 65
Part 2: How we have worked when taking steps to meet our Well-being Objectives	Page 78
Part 3 - How the Council is changing the way we work: Where the change needs to happen	Page 82
Part 4 – Governance and Accountability	Page 86
Where to find additional information	Page 89

Introduction - The Annual Review of Performance 2018/19

The Council's Corporate Plan 2018/22 *Delivering a Successful and Sustainable Swansea* describes the council's vision for Swansea, our 5 key priorities (Well-being Objectives and Improvement Objectives) and our organisation values and principles that will underpin the delivery of our priorities and overall strategy.

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

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

The Corporate Plan sets out the steps being undertaken to meet our Well-being Objectives and contribute to the seven national well-being goals outlined in the Act.

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

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

Our ambitions and commitments to residents – our Well-being Objectives 2018/22

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

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

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.

Review of Well-being Objectives 2018/19

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

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

This Annual Review of Performance 2018/19 (the ‘Review’) is the Council’s report on its progress undertaking the steps to meet its Well-being Objectives as outlined in the Corporate Plan. In doing so, the Review seeks to describe how the Council has worked in line with the sustainable development principles in order to maximise its contribution to the national goals.

Section 6 Biodiversity Duty

The information detailed under the *Maintaining and enhancing Swansea’s Natural Resources and Biodiversity* Objective in this report will be used as the basis for the Council’s Section 6 Biodiversity Duty Report to Welsh Government in December this year.

How can you get involved?

You can get involved and have your say. <http://www.swansea.gov.uk/haveyoursay>. You can also get involved through the Council’s Scrutiny Boards and panels, which are open to the public: <https://www.swansea.gov.uk/scrutiny>. You can contact the Council at any time by: Email to improvement@swansea.gov.uk Telephone 01792 637570.

Part 1 – Reports on progress in 2018/19 undertaking the steps to meet the Council’s Well-being Objectives

This part of the Review represents a report on the progress the Council has made undertaking the steps it set out in its Corporate Plan 2018/22 to work towards meeting each Well-being Objective.

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

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

Part 1 also contains case-studies to better show the impact the steps are having. Overall, the reports show that the Council has made progress undertaking the steps to meet its Well-being Objectives whilst areas for development and lessons learnt are set out at the end of each report.

Safeguarding people from harm

1. Why this is a Well-being Objective

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

2. The steps we said that we would 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.

3. What success will look like.

- Citizens live their lives free from harm and exploitation. There are effective and robust arrangements ensure the safeguarding the most vulnerable people is seen as everybody's business. Children are supported to be safe from harm, and, where possible within supportive families close to home. All vulnerable adults are safeguarded from harm and able to live to their maximum potential. Tackling and preventing domestic abuse whilst ensuring that victims are fully supported. People are supported to age well and be able to live as independently and as safely as possible in their own homes.

4. Progress taking steps to meet this Well-being Objective – what worked.

Safeguarding 'is everyone's business'.

- Swansea Council is proactively safeguarding and protecting vulnerable people from harm, abuse and neglect. Safeguarding is 'everyone's business', which is supported by a cross-Council Corporate Safeguarding Group; our entire workforce have a duty to report any concerns they may come across affecting vulnerable adults or children.
- Swansea is implementing a new Corporate Safeguarding policy aimed at addressing a wider range of issues of potential concerns, such as child sexual exploitation, financial abuse, modern slavery, County Lines, hate crimes, bullying in schools and, through a local PREVENT strategy, radicalisation and possible terrorist related activities. Swansea Council is taking steps with partner organisations to tackle the full range of new and emerging concerns, in what is 'termed 'contextual safeguarding'.
- Applying the updated Corporate Safeguarding Policy, we can ensure that the Council continues to strengthen all areas of safeguarding, with a new work programme covering:
 - Safe Governance – having clear management and corporate ownership of safeguarding matters, including scrutiny.
 - Safe Employment - make safer recruitment decisions and getting the right staff working with vulnerable people.
 - Safe Workforce - all staff are trained, supported, and fully aware of safeguarding responsibilities and duty to report.
 - Safe Practice - we have robust arrangements in place to report, investigate and follow up any safeguarding concerns.
 - Safe Partnerships - we work with partners to promote safeguarding and in tackling the many complex issues.
 - Safe Voice - the vulnerable person or child who needs to feel safe has strong voice in what needs to happen.
 - Safe Performance – how we know whether we are being effective and continue to learn as an organisation.

Understanding and awareness of safeguarding

- Our entire workforce, Council staff, elected Members, partners, the public and those working on behalf of the Council is expected to complete the newly updated Safeguarding training. This promotes awareness of the issues to look for and a duty to report concerns. As at 2018/19, all elected Members had received safeguarding training. With the success of the focus on promoting mandatory safeguarding training for all staff, the majority of staff have now undertaken a proportionate level of mandatory safeguarding training and the number of new staff completing safeguarding training is beginning to drop; 499 staff trained in 2018/19 compared to 737 the previous year. The Corporate safeguarding board are in the process of reconsidering a more relevant and up-to-date measure for capturing performance in this area.
- Swansea Council supports a range of campaigns and well attended events, in particular during National Safeguarding Week (this year October 2018) to raise awareness across staff and partners of issues such as child sexual exploitation; county lines, and; modern slavery.

Case Study 1: Ethical care charter for procurement.

The Swansea Procurement team is embedding the Anti-Slavery Wales Victim Response pathway into the Ethical Care Charter for procurement. All Suppliers to the Council are assessed at qualification stage and through the work the Council is doing with the Ethical Employment Code of Practice. Swansea operates in line with requirements of the Modern Slavery Act 2015 and Corporate safeguarding commitments.

Services to Children, Families and Vulnerable Adults meeting statutory requirements

- We have to be sure that Adult and Child & Family Services are robust effective and sustainable 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.
- Swansea Council's Director of Social Services' Annual Report is published every year and provides detail on how Swansea's Social Services is implementing requirements under the Social Services and Well-being (Wales) Act 2014 (SSWB Act) and how well we contributing to well-being outcomes for the citizens of Swansea. The 2018/19 report highlights some of the excellent work being undertaken in our key services and on the progress we are making on our improvement journey:
- Swansea's Child & Family Services supported **3035 children** during 2018/19 (3428, last year), and **1841 families** (2085, last year). Adult Services supported **6434 vulnerable adults** this year (7573, last year); of this number, 5157 adults were helped to remain at home (5932, last year). We also assessed needs of **689 carers** to help them achieve their own well-being (684, last year).
- A Child and Family Improvement Programme is focused on achieving our vision that "Vulnerable children are safeguarded, live within permanent, stable, secure and loving families (cared for by their birth family and within their community of origin whenever possible), which provide opportunities for success and a content and healthy adulthood where they can fully participate in what society has to offer". One of the highlights this year is establishing an Edge of Care team to support our most vulnerable children to stay at home or return home if they are in care.

- Adult Services Improvement programme is working towards a the vision that:

“People in Swansea will have access to modern health and social care services which enable them to lead fulfilled lives with a sense of wellbeing within supportive families and resilient communities. We will help people to keep safe and protected from harm and give opportunities for them to feel empowered to exercise voice, choice and control in all aspects of their lives. Our services will focus on prevention, early intervention and enablement and we will deliver better support for people making best use of the resources available supported by our highly skilled and valued workforce”.
- There are regional programme to pilot new ways of working models. 'Our Neighbourhood Approach' and 'Hospital To Home' and improvement in Collaborative Communications aim to improve how we support people to access to what is available and to focus our work on achieving their personal well-being outcomes.

Safe Looked After Children (LAC) Reduction Strategy

- We recognise that children are more likely to achieve the best possible outcomes if they are living safely within supportive families. To achieve our vision, we would like to have fewer children in the care of the Local Authority so that we can support families and prevent any harm from taking place.
- It has been a difficult year for Swansea and many other Local Authorities in Wales. Whilst Swansea has embedded a Safe Looked After Children reduction strategy, the number of children who are looked after to ensure their safety and well-being was 554 at the end of 2018/19 (503, last year).
- We are pleased that the Council's approach to Safe LAC reduction became the subject of a review by both Care Inspectorate Wales and the Ministerial Advisory Group for Looked After Children and that we received positive feedback on the proactive approaches we could demonstrate.
- Our understanding of both the parental and social causes of children looked after is constantly improving. Parents may be misusing alcohol or substances (36%), there may be domestic abuse (40%), parental mental health problems (37%), a learning difficulty (8%), physical ill health (5%) or youth offending (2%). However complex the family's situation, it remains the Council's responsibility and focus to work with partners to ensure that multi agency support to children and families is such that they are provided the best opportunity to maintain safe care of their children.
- Following a successful bid, the Council is also becoming the first in Wales to develop Contextual Safeguarding with a three year project involving the University of Bedfordshire. This will help Swansea address some of the wider, social issues such as County Lines, Child Sexual Exploitation and School Exclusions and Bullying.

Corporate Parenting Strategy

- All councillors and officers of the Council, as corporate parents, have a collective responsibility to ensure that looked after children and care leavers can have the outcomes every good parent would want for their children. This means ensuring they are safe and providing opportunities to help them achieve their potential. Corporate parents have responsibility for the child's education, training and employment, health, welfare, leisure, housing and cultural opportunities.

Case Study 2: Care leavers getting extra support from the Council.

EXTRA help could soon be given to young people living in Swansea who have left care. There are proposals to ensure all care leavers aged between the age of 18 and 25 do not have to pay council tax as they start to live independently. The Children's Society has recently been campaigning for care leavers across the UK to be granted council tax relief.

- Swansea's Corporate Parenting Forum is driving our improvement programme to achieve these outcomes. All forum members have direct contact with the children and young people in order to understand their views, and what matters most to them, and support events involving looked after children.

Case Study 3: Looked after children receive Diana Award

A SCHEME that helps looked after children in Swansea find out more about life in university to inspire them, raise aspirations and increase confidence and self-esteem has won a Diana Award.

The Diamond Project started out as a one-day taster session for older children but thanks to their enthusiasm and support from Swansea Council's looked after children's education team and Swansea University it has grown. The young people now attend regular meetings and days out at the university.

They are also planning on extending it further so they can mentor younger children like themselves to seize opportunities they might have thought would never be within their grasp. The Diana Award was established in 1999 by the British Government who wanted to continue Princess Diana's legacy by establishing a formal way to recognise young people who were going above and beyond the expected in their local communities. It is the second time they have been recognised for their work recently after winning an award at Swansea Council's own High Five Awards.

- *Getting it Right for every Child* is a new change programme, emerging from the Family Support Continuum review, which aims to strengthen the offer of support on a range of different needs to families across Swansea. This support ranges from universal services, such as schools and GP's, to more intensive intervention for those with complex needs.
- Swansea has commissioned a Parent-Carers forum to shape our future plans in support of children with disabilities and through transition with a formal launch due in September 2019. A number of themed 'Conversation' events are planned with parent-carer groups and young people coming together to share their experiences, hopes and aspirations; a Leadership group will design and coproduce new approaches.

Adverse Childhood Experiences (ACEs)

- A People Policy Development Committee was established this year to allow elected Members and officers the opportunity to work together on areas of future policy; the work programme this year looked at adverse childhood experiences (ACEs). ACEs has been added to the new on-line version of Child Protection and Safeguarding training. It is also now included in Child Protection and Safeguarding Level 2 and Adult safeguarding level 2, which is delivered by Social Services.

Case Study 4: Jig-so

Jig-so is a new, award-winning, multi-agency team based in Swansea of midwives, community nursery nurses, family facilitators and language development workers which offers support to all young parents up to 18 and vulnerable parents aged 19-24, and working closely with statutory services. How JIG-SO worked with young mum & her family.....

A young mum aged 20, referred herself into Jig-so when she was 14 weeks pregnant. She was living in supported accommodation where drugs were readily available and she was living a chaotic lifestyle, with 82 reported offences between her and her mother. The young mum had 4 adverse childhood experiences (ACEs). Due to the level of concerns about her history, lifestyle and also her relationship with her mother, her unborn baby was placed on the child protection register. As a result of all the services, through intense engagement, and the young mum's level of commitment, the changes she made meant her social worker felt confident enough to give her the opportunity to go to a mother and baby unit. There are now no concerns about this young mum's parenting and both she and the child are doing very well; she continues to engage with all support on offer.

- Swansea Council's *Integrated Well-being Strategy for Children and Young People 2018 – 2021* sets out how *Getting It Right for Every Child* and approaches, such as *Team Around The family*, will help promote an integrated and preventative method to promoting and supporting children and young people's well-being that is timely and focused on outcomes.
- Swansea Council's *Signs of Safety (SOS)* approach underpins all our statutory work including assessments, safeguarding and care planning. It provides a detailed framework for social workers, is transparently child and family centred and clearly identifies risk. The recently implemented '*Signs of Well-being*' framework will complement this approach, promoting effective collaborative working across agencies and supporting better outcomes with enhanced, targeted and focussed early help interventions to prevent safeguarding concerns emerging.

Involvement and voice

- Every child and young person should be given a voice, a right and opportunity to participate and be heard as an individual and a citizen, to shape the decisions that affect them and to have control over their day to day lives. We actively seek feedback from individuals, families and carers who use our services to achieve their own well-being outcomes; their views help to inform our improvement journey.
- The Council has adopted the *United Nations Conventions on the Rights of the Child (UNCRC)* in 2014. This means the Council must perform all its functions in a manner that is consistent with the interests of local children. Children and young people must be provided with meaningful opportunities to influence decisions concerning their lives (Art. 12).
- Swansea has co-produced a new *Participation and Co-production Strategy for Vulnerable Children and Young People April 2018 – March 2021*. This Strategy describes how Child and Family Services will support the UNCRC and Article 12 in particular by:
 - Implementing '*This Is Me*' framework, which is being rolled out across Wales.
 - '*Supper Club*' is a standing 16+ participation group – our plan to involve this group in the recommissioning of supported accommodation.

Case Study 5: Participation Award Shortlist

The Social Services participation team has been shortlisted for an All Wales Continuous Improvement Award – and their excellent work includes a video for siblings impacted by adoption, transition for young people with a disability, developing an online platform for young people in care accessing generic and personal information.

Collaboration and partnership

- We are working together in looking at ways we can tackle the many issues that impact on the safety of vulnerable adults and children. Following the changes to the regional partnership arrangements, a Joint Safeguarding Board has been established across the new West Glamorgan footprint. A Joint Annual Plan is in place to promote shared accountability, awareness through targeted campaigns, preventative approaches, performance reporting and learning lessons from serious cases.
- The Safeguarding Board aims to prevent and protect children and vulnerable adults who are experiencing, or are at risk of experiencing, abuse, neglect or other kinds of harm. The Board has an important role in ensuring partner agencies are engaging with people and the voice of the adult at risk or child is heard across safeguarding practice.

Domestic Abuse

- Swansea Council recognises Domestic Abuse as a safeguarding priority and the importance of meeting new requirements under the Welsh Government's Violence against Women, Domestic Abuse and Sexual Violence (Wales) Act. We are working hard on improving our response to violence against women, domestic abuse and sexual violence. At the same time, we are providing a strategic focus on these vital issues with partners such as police, housing and third sector organisations to ensure we have a range of preventative, protective and supportive mechanisms.
- Wales Audit Office (WAO) looked at these arrangements and provided very positive feedback on Swansea's arrangements during the national review of Tackling Violence against women, sexual violence and domestic abuse; in particular, the excellent work being undertaken in the multi-agency hub.

Case Study 6: Swans and Ospreys Support White Ribbon Event

Swansea City fans were urged to take a stand against domestic violence and other forms of abuse as part of the White Ribbon Day campaign. Stalls were set up around the Liberty Stadium for the visit of West Bromwich Albion as part of efforts to raise awareness about male violence against women, highlighting the need to prevent abuse occurring and stopping it where it is taking place. The stalls at the stadium and a message in the Swans v West Brom match programme were just part of White Ribbon Day events that took place across the city on November 25. The following day the Civic Centre in Swansea hosted a special event at which people could sign the White Ribbon Day pledge, supporting the effort to tackle male violence against women. The event was supported by the Swans and the Ospreys, who sent representatives during the day. The event also included a 'Hands are not for Hurting' workshop where participants could join some of Swansea's young people and put their handprints on a banner to support the campaign.

Hate Crime

- Timely reporting and sharing intelligence at the community level and within partnerships is vital in tackling and preventing hate crime. Success is achieved through a strong partnership approach with organisations, such as South Wales Police and Victim Support, and through the Hate Crime Stakeholder Planning Group. We are continuing to implement a *Swansea Hate Crime Stakeholder Action Plan* with key partners (in support of the Welsh Government's *Tackling Hate Crime and Incidents: A Framework for Action*).

Case Study 7: Human Knots

50 young people from 7 secondary schools attended a Big 'Strong Communities' Conversation for 11-18 year olds. Topics included hate crime. The young people took part in **Human Knots:** Standing in a circle, everyone put their hands in and held hands with someone across the circle. A Human Knot was formed! Working together without letting go of the hands, young people tried to unravel the knot so that everyone was facing into the circle and still holding hands. Some young people were given labels to wear that represented different people in our communities. This task represented strong communities working together to solve problems, making sure everyone is part of the process and no-one is left behind.

- Joint safety audits are taking place in all schools to ensure all measures are in place to tackle and prevent Bullying in schools.

Case Study 8: Pupils up for award for anti-bullying drive

PUPILS at a Swansea comprehensive know there is always a friendly face to turn to if they or a fellow student is being bullied. A group of Year 10 student ambassadors at Bishop Vaughan Catholic School have worked with staff to set-up a pupil-led support group, called TEN (This Ends Now), which is there to help all youngsters should they ever need it. During break-times and lunchtimes a designated quiet space within the school has been set up and is manned by members of the support group and by school staff in recognition that it is sometimes the reporting of bullying that is the hardest part. The initiative has proved highly successful and it is one of a number of anti-bullying initiatives that TEN has introduced that saw the pupils nominated for a national award. Pupils recently recorded a short video to share their message in partnership with Safer Swansea Anti-Bullying Campaign and Heart Radio. Short, punchy and delivered by students, it has a clear message that bullying need not continue and there is support available. TEN were nominated by the High Sheriff of West Glamorgan for a national Crime Beat award in recognition of their efforts to support the Safer Swansea Anti-Bullying campaign.

Radicalisation (PREVENT Strategy)

- Swansea Council works in partnership with the Home Office and local community and civil society groups as well as with the national network of Counter Extremism Community Co-ordinators to understand the nature of, target and combat, extremism locally. Through a national programme, and within local partnerships, we are currently developing a counter-extremism delivery plan, setting out the key extremism challenges in Swansea and identifying additional partners who can further support the objectives of the strategy. Through Local Area Coordination and PREVENT work, we are building stronger communities by identifying and building relationships with key

individuals, organisations and groups that include third sector, faith groups and civil society groups who can help counter extremism, promote community cohesion and wellbeing.

Council's Prevention Strategy

- Last year Cabinet approved a Corporate *Prevention Strategy*, and here are some highlights of this how this work is progressing:
- Swansea has an ambition to roll out *Local Area Coordination* (LAC) across the whole of the area. LAC is an approach that is both preventative and empowering for local citizens. We are helping people both before and at our front door with the offer of early help that can delay or head off the need for statutory services by building connections with communities. Swansea's offer is based on a strong, shared vision: *'All people live in welcoming communities that provide friendship, mutual support, equality and opportunities for everyone'*. There are no time limits in how we deal with a person's needs. We offer a positive conversation built around open questions 'what matters' to you, or 'What does a good day look or feel like?'. With the help of a skilled local area coordinator, support for the person can be then drawn from a wider network and resources within their local community.

Case Study 9: Local Area Co-ordination

Swansea's LAC service offer is based on a strong, shared vision: *'All people live in welcoming communities that provide friendship, mutual support, equality and opportunities for everyone'*.

This exciting service offers is now spanning 13 areas of Swansea is being achieved and expanded through collaborative partnership involving Registered Social Landlords, Swansea University and more recently GP clusters. Comments from Swansea citizen:

"When A came into my life, I can honestly say I was at a point of sheer desperation. I am an 83 year old active lady who looks after my 85 year old severely disabled husband who has vascular dementia. My friend suggested I telephoned A, although I didn't know what at that time she could do for me. She has been a ray of sunshine in my life, sorting out a smoke alarm, talking to me about what's available, taken me to the carers centre, re introduced me to clubs I had previously been a member of and most importantly facilitating a sitter for my husband for me to go to the hairdressers and old age club once a week. Without her intervention I really don't know what I would have done as I was absolutely exhausted and depressed. Had I not met her, I honestly believe that such was my exhaustion I would probably have ended up in hospital and my husband in a care home, a situation I pray every night won't happen as we have been married for 63 years and never been apart".

Health and care professionals from Singapore visited Swansea in 2018/19 to learn more the pioneering LAC programme, which is supporting communities in Swansea to become stronger, safer and better connected. The authorities in Singapore are seriously considering adopting this model of working and it was recommended to them that they visit by the LAC UK network because of the significant partnership involvement we have developed here and our successful delivery.

Equal Access to services & maximising people's independence

- People in Swansea can access a wide range of organisations and services all trying to make a difference in helping people to improve their lives. We have a strong third sector presence, diversity in our range of organisations, a commitment to improving people's lives and building

stronger communities and all backed by statutory health and social care services working together.

- By providing people with equal access to integrated health and social care services through a common access point, Swansea continues to promote peoples' independence to achieve their personal well-being outcomes and to live in their own homes for longer. Adult Services remains very busy with high levels of and increasing demand for assessments and ongoing care and support.
- Swansea are implementing a *Collaborative Communication Practice* framework, which helps our staff to understand how positive conversations with people in need, carers and partners can better achieve personal outcomes. Through a new Adult Services' model, we aim to ensure that every person can expect the right service at the right time and at the right level - from universal services to short-term reablement services and from community based support to residential and nursing care.
- Swansea Council has a range of measures within services and through a refreshed Strategic Equality Plan for 2016 – 2020, which is reviewed annually, ensures that citizens have equal access to services and to information, advice and assistance.

Case Study 10: Caswell Bay a truly accessible destination for visitors with severe disabilities

Swansea Council secured support from Welsh Government's Tourism Amenity Investment Scheme (TAIS) to make Caswell Bay a truly accessible destination for visitors with severe disabilities. The scheme aims to install brand new, high-quality Changing Places facilities in the car park as well as investing in specialist beach equipment to allow severely disabled visitors to access and enjoy the water. A storage unit will also be purchased to store the new equipment safely. There are currently no Changing Places facilities anywhere on Gower. This self-contained unit is specifically designed for people with profound and multiple learning or physical disabilities. It addresses specific needs by providing specialist equipment such as an electric hoist, shower, toilet and changing bed, enabling changing and washing in a clean and safe environment.

Carers and young carers

- Swansea recognises the essential contribution that carers make to the well-being and safety of Swansea's most vulnerable citizens and to sustainable systems of social care. All Swansea carers and young carers can access support for their own needs and a 'what matters to them' assessment to maintain their own well-being.
- Carers' views shape the work of West Glamorgan Carers Partnership Board, which is developing a regional commissioning strategy using the population assessment and service mapping to improve regional and local arrangements. This is achieved through the presentation of Carers feedback each quarter and comments from local Carer Centres/Services and Young Carers Projects. In addition, important feedback is gathered at region-wide events where partners from the health board, local authority and third sector come together with Carers and Young Carers to shared experiences and hopes for the future.

Case Study 11: High-Five Awards for young adult carers

The High 5 Awards reward Swansea's most inspirational children and young people. In 2018, the Community Group Award went to the Young Adult Carers. This group is made up of young carers who realised that there were other young carers in Swansea not being recognised and decided to do something about it. They applied for funding for Swansea Youth Bank and set up project to offer help and support to other young carers. Another achievement of this group has been to make a documentary about being a young carer. It took seven months to create and is now being used to tell their stories and raise the profile of an issue that's often misunderstood and rarely talked about.

Ageing Well

- Swansea is implementing the third phase of the Welsh Government's *Strategy for Older People "Living Longer Living Better 2013-2023* through the Council's own *Ageing Well and Strategy for Older People Action Plan 2015 – 2019*. *Live Well, Age Well* is now an objective of the work of the Public Services Board. Swansea held a second *Intergenerational Big Conversation* event in the year, following an initial session in December 2018, with Swansea Citizens aged 7+ on the theme of Strong Communities and looking at 'Understanding Differences'.

Dementia Friendly City

- A Dementia Friendly Swansea is focused on improving the quality of life for people living with dementia. Swansea has an active *Dementia Friendly Swansea* forum, bringing partners friends and champions together to deliver on this aim. Swansea is training and recruitment more *Dementia Friends* in Swansea; there are estimated to be over 2200 Dementia Friends within the Swansea area, including at least 85 *Dementia Champions*.
- We are working with partners to develop dementia friendly social initiatives, such a Sporting Memories (Ospreys Community). Working across generations to enhance the lives of people with dementia, a team from across Adult Service Provision and the Life Stages team have been working in partnership to develop a dementia-friendly schools project. Pontarddulais Comprehensive school council and Social Services dementia care home 'The Hollies' are working with a group of young people to dispel the stigma and myth around dementia, to see the whole person and to understand that people can live well with dementia.

Case Study 12: Garden transformation praised at awards

A project that saw people from all walks of life join forces to transform the gardens at a day centre in Swansea has been praised at a national awards ceremony. The initiative at St John's Day Service brought together residents with dementia and marginalised groups, including adults with a learning disability and people from homeless, drug and alcohol charities, along with other volunteers including a team from Principality Building Society, for a DIY SOS-style challenge. They all pitched in to clear overgrowth and paths, plant flowers and shrubs, install an outdoor seating area and made and put up bird boxes at the centre in Cwmbwrla. The project has been highly commended in the biennial Accolades which are organised by Social Care Wales to celebrate and share excellent practice in social work, social care, early years and childcare.

Charter for Older People

- Swansea is committed to coproduction and a rights based approach. Our *Ageing Well Engagement Plan* ensures that Older people's views and issues are well represented and considered in all planning work, whether through the *Big Conversation* events, *50+ Network* or through all our engagement work.
- Swansea has continued to raise awareness of the Human Rights Principles for Older Persons and the Human Rights Declaration more broadly. The Ageing Well Engagement Plan has incorporated Human Rights principles. The review of the *50+ Network* to develop a more *Big Conversation* like forum for those that are 50+ has enabled us to make explicit links to human rights and ensure that citizens that are 50+ are engaged in a more meaningful mechanism to have a voice on issues that impact on their lives.

Case Study 13: A refreshed Network 50+ Group

A refreshed Network 50+ Group has a more active membership and focused communications and activities. Plans moving forward include:

- Swansea's first intergenerational Big Conversation on 10th December 2018 (International Human Rights Day)
- The development of a 50+ employability project (working in partnership with Swansea Working, Lifelong learning Swansea University and Ageing Well in Wales).
- The development of a Healthy and Active Lifestyles Fund bid (working with Ospreys Foundation and the Sports Development team) to improve physical activity opportunities for people aged 50+ and those living with dementia, including the development of Sporting Memories project in Swansea.
- A roll out of Dementia Friendly Generations work across schools in Swansea and develop Intergenerational projects with schools and care settings, including a project with Digital Communities Wales.

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

- *A prosperous Wales* –the child and adult health and social care market contributes significantly to the local and regional economy with a skilled, professionalised workforce needed to meet growing demand.
- *A Resilient Wales* – supporting adults with a range of disabilities and needs to access well-being, learning and work experience opportunities, including support to manage coastal, wildlife and environmental habitats, e.g. working with the local Health Board to launch a Recovery College for people who have experience serious mental health issues.
- *A Healthier Wales* – by integrating and collocating health and social care services to safeguard people from harm, improving their physical, emotional and mental health and well-being and by supporting people to maintain independence and quality of life throughout their life course, e.g. through Local Area Coordination
- *A more Equal Wales* – ensuring equal access to health and social care through information, advice and assistance and building on strengths of families and assets within communities to plan their own care and support, and to reach their full potential, increasingly by preventing the need for statutory services.
- *A Wales of Cohesive Communities* – through supportive and mutually responsible communities working together to safeguard our most vulnerable people with Council employees, elected

Members and people in our communities feeling confident about identifying and reporting their safeguarding concerns in respect of children and adults.

- *A Wales of vibrant culture and thriving Welsh language* – Working with partners through the *Ageing Well Strategy* to deliver the active offer and apply our learning to improving social care, and through intergeneration working, including through the medium of Welsh.
- *A globally responsible Wales* – the Council's safeguarding arrangements are informed by the Council's commitment to the United Nations Convention on the Rights of the Child (UNCRC) and human rights of all citizens.

6. Lessons learnt and areas for development

- Safeguarding and protecting our most vulnerable citizens with their own voice at the centre of our work remains a priority.
- Some people who require social care support do not receive it in a sufficiently timely fashion; their discharge from hospital may be delayed. We are looking at ways to improve our home care and reablement offer.
- The regional approach to Youth Offending has not worked out as well as planned and we now have to develop a local offer building on the practice strengths and partnerships within Child and Family Services.
- Challenges remain around the increasing Looked after Children population this year. We are confident we can achieve safe reductions by working in partnership, through successful diversion, through an enhanced early help offer and by excellent relational social work practice.
- Although staff awareness of the lead Councillor for Safeguarding increased to 73% in 2018/19 compared to 72% the previous year, awareness of departments' designated leads for safeguarding dropped from 46% to 40%.

Improving Education and Skills

1. Why this 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.

2. The steps we said we would take to meet this Well-being Objective.

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

3. What success will look like.

- Pupils, including vulnerable pupils, attend school regularly and have good literacy, numeracy, and educational success. We will continue to increase the number of Welsh medium places available. Pupils are made aware of their rights, pupil voice contributes to education priorities and have opportunities to learn about the value of the environment and working with nature. Outside of school, more young people take up apprenticeships in the Council and lifelong learning continues to be promoted.

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

Skills for the new economy and City Deal

- Regional Workforce Planning & Skills development links have been strengthened with the setting up of *Partneriaeth Sgïlau Abertawe /Swansea Skills Partnership (PSA)*. PSA meets regularly and has two, clear workstreams - digital capacity and advice, information and guidance for vocational education and careers; an Education Skills Co-ordinator has been appointed.
- Education representatives are working with agent for Abergelli power station to provide learning opportunities for all schools and a possible community project. The *Skills & Talent project* will encourage participants to develop skills that are not available from other sources of education.
- We have also developed a creative Apprenticeship programme for digital marketing and technical work with Gower College to support the Grand Theatre's new digital ambitions. We are also part of a regional collaboration with Creative & Cultural Skills offering work placements in Heritage Skills (funded by HLF) for young people who are not in employment, education or training (NEETs), hosted at our Galleries and Museums; the first cohort begun their placement in September 2018.
- We are further planning to develop employability skills within schools as part of the Council's Poverty strategy. We are continuing to provide work experience and employment outcomes for young people who are NEET and, through the *Cynnydd* programme, provide additional support to young people who are at risk of becoming NEET. In addition, we are planning to use our own HR processes to share work experience, traineeships and apprenticeships across a range of abilities, including disadvantaged individuals and particularly Looked After Children.

Case Study 1: Young entrepreneurs.

Young entrepreneurs from more than 30 schools set up shop in Swansea's Castle Square. The children sold all manner of goods from home grown vegetables and homemade lemonade to upcycled items and craft products. The special market is part of an ongoing drive to inspire pupils to think imaginatively and ambitiously as Wales moves towards a new curriculum. The schools and their teachers have been working with Gower College, the University of Wales Trinity St David and C4EE. The event was supported by Trade Centre Wales who have sponsored the stalls. One of the schools taking part is Craigfelen Primary and headteacher Alison Williams has been heavily involved in organising the market. She said the school has been developing entrepreneurial skills in its pupils

for a number of years now as staff feel passionately that education should be motivating, fun and prepare pupils for the world they will grow up in.

Mrs Williams added: *"In previous years we have held this event in Swansea Indoor Market with the kind cooperation of the traders there, but the number of schools taking part has grown so this is our most ambitious market yet. Pupils from all the schools have come up with some wonderful and creative ideas. They will be supporting a scheme that is helping to prepare our young children through the development of skills and values that will ensure they grow up to become creative, ambitious and capable citizens of the future."*

School attendance and Improvement

- For 2017-2018, secondary attendance is 94.1%, slightly lower than 94.3% in 2016-2017. However, attendance is down across Wales as a whole and Swansea has maintained its ranking of 7th and increased its ranking for unauthorised absences. The 2017-2018 primary attendance rate was 94.6%, compared to 95% in 2016-2017 with Swansea ranking 9th best in Wales. Trends show improved attendance over five years. Improvements in school attendance have been supported by the continuation of the Incentivising Attendance Programme. In addition, every school now has an attendance action plan, developed in partnership with Challenge Advisers and the Education Welfare Service. There are well-established referral procedures embedded to address poor attendance.
- According to the Welsh Government's categorisation system in 2018, it shows improvements across the city for the fifth year in a row with more than 95% of all schools in the city rated green or yellow. Of the 79 primary schools in Swansea 47 are green, so require minimal support to improve further, which is up from 40 in 2018. Another 28 are yellow, 3 are amber and one is red. There are nine secondary schools categorised green and the other five are yellow.
- Other transformational initiatives include improving the quality of leadership, teaching and learning experience at all schools; developing and implementing a new additional learning needs (ALN) strategy and a new wellbeing and behaviour strategy.
- There has also been further work in improving the provision for pupils educated other than at school (EOTAS) and reintegrating pupils back into mainstream education as well as ensuring all learning activities take place in safe environments.

Case Study 2: Extremely caring and inclusive school praised by inspectors

Craigfelen Primary School has been praised for being an extremely caring and inclusive community that provides a high level of care for its pupils. Children enjoy exciting lessons with real life opportunities for learning and developing entrepreneurial skills. Inspectors from Estyn spent a week at the school in Clydach and have rated it as excellent in three of the five inspection areas - Wellbeing and attitudes to learning; Care, support and guidance as well as Leadership and management. The school was judged as good with very strong features in the other two areas - Standards and Teaching and learning experiences. In their report inspectors recognised that excellent leadership ensures that all pupils receive enriching and creative learning experiences within a safe, happy and nurturing environment. They said that pupils enjoy coming to school and are very proud of their achievements. Pupils enter school with skills that are below those expected of their age but they make good progress as they move through school and attain well by the time they leave school.

Pupil achievement

- Despite the significant fall in grades seen nationally since 2017, results in Swansea have again held up well in 2018, with the main indicators all being above the averages for Wales, and most subjects showing results which are better than the national picture.
- The figures show 22.4% (21.5% in 2017) of city pupils gained A* and A grades in their WJEC exams, which is significantly better than the 18.5% for those in Wales as a whole. More than 75% of students achieved the higher grades of A* to C in 29 different subjects.
- Meanwhile, the top grades of A* and A were awarded to over a third of all entrants in 18 subjects. A full report on pupil achievement is at <https://www.swansea.gov.uk/article/43877/City-GCSE-students-celebrate-exceptional-results>
- In 2017-2018 for the L2+ (5 GCES or equivalent including Literacy and mathematics), the performance by free school meal (FSM) pupils increased from 32.4% to 34.0%. This is stronger than nationally, which increased by 0.8 percentage points to 29.4%. The gap at L2+ is 32 percentage points, which is almost the same as that nationally. We are continuing to improve the performance of FSM pupils as a priority.

School partnerships

- Senior leaders benefit from a range of local networks designed to share best practice and promote professional support and dialogue in key aspects of work, such as teaching and learning, curriculum design and school evaluation.
- Work is planned to improve performance at foundation phase by: supporting newly qualified teachers; supporting schools with assessment; ensuring that there is regular contact between Foundation Phase co-ordinators; improving readiness for schools, and; by identifying and sharing best practice between schools. In addition, it is anticipated that Performance at Foundation Phase will also be improved by closely linking to our Poverty strategy, which aims to improve outcomes for children in their early years.

Literacy, numeracy and digital skills

- In the key core subjects of English Language, Mathematics and Welsh First Language, the Swansea overall results compare very well to the national results.
- For Mathematics, the Swansea results were A*-A 18.2%, A*-C 52.8% and A*-G 89.3%. The equivalent all-Wales figures for 2018 for Maths are 11.5%, 44.2% and 88.7%. For Mathematics-Numeracy the Swansea results were A*-A 12.6%, A*-C 50.3% and A*-G 91.6%. The equivalent all-Wales figures for 2018 for Numeracy are 10.6%, 46.5% and 91.6%.
- For English Language, the Swansea results were A*-A 10.7%, A*-C 40.7% and A*-G 98.5%. The equivalent all-Wales figures for 2018 for English are 9.8%, 41.4% and 98.2%. For Welsh First Language, the Swansea results were A*-A 6.6%, A*-C 78.7% and A*-G 99.3%. The equivalent all-Wales figures for 2018 for Welsh First Language are 14.5%, 71.2% and 99.4%

Case Study 3: Pentrehafod School project - Pupil engagement

Morgan Sindall undertook Science Technology and Engineering and Mathematics (STEM) engagement at Pentrehafod School on 18 July 2018. The challenge was for Year 8 pupils to design the floor plan of a new primary school. The aim of the event was to highlight the range of career paths and opportunities within the construction industry. Working in groups of six, pupils were given the chance to develop a variety of skills throughout the day, including teamwork and working together, organisational and communication skills. The day ended in presentations given by each team. Pupils introduced their team, and explained their design and the ideas behind it. The students also had to demonstrate an understanding of the possible cost implications when presenting their ideas. Both the staff and pupils all thoroughly enjoyed the experience and the pupil presentations at the end of the session were of high quality

Looked after children (LAC) learners

- Pupils achieving the foundation phase indicator (FPI) at end of foundation phase (outcome 5 or higher in language, mathematics, PSD). In foundation phase the gap between looked after children (LAC) performance and all learners in Swansea has traditionally been the narrowest of any key stage.
- Over a 3 year period LAC learners in Swansea are 21.9% points behind their peers. This year there has been a decrease in this indicator, which runs in line with decreases in Swansea, ERW and Wales figures.
- LAC learners in the Core Subject Indicator (CSI) at end of key stage 2 (KS2) Level 4+ in English/Welsh, Mathematics and Science achieved 55.0%, which is lower than previous years. In 2018, the key stage 2 the gap between LAC performance and all learners in Swansea is second narrowest of any key stage.
- Pupils achieved a 3 year average of 54.7% in the Core Subject Indicator (CSI) at end of key stage 3 (KS3) Level 5+ in English/Welsh, Mathematics and Science. LAC learners in key stage 3 in 2018 achieved 54.2%. In key stage 3 the gap between LAC performance and all learners in Swansea shows an increase to a 3 year average gap of 32.7%.
- The gap between LAC performance and all learners in Swansea achieving Level 2+ at end of key stage 4 (KS4) 5A* - C including English/mathematics and science, over a 3 year average is greatest at -44.4 %. We are concerned that just 1 LAC learner out of 18 achieved L2+; however 14 of these youngsters had an additional learning need and were given intervention to support their needs. It is worthy to note that the changes to the reporting standards by Welsh Government can, by omitting vocational qualifications from headline figures, be seen to significantly disadvantage more vulnerable learners.
- Pupils achieving Level 1 at end of key stage 4 threshold, which is 5 A*-G, has a much narrower margin with LAC learners achieving 88.9% compared with 96.2% for all learners. This is very pleasing as it shows good distance travelled for our vulnerable young people and it indicates good outcomes despite a high level of additional learning needs.
- Officers in Swansea work appropriately with regional officers to deliver good quality support for mathematics/numeracy and English at secondary level. Teaching and learning, for example, is

supported efficiently through engagement with key delivery partners and making effective use of technology to improve learning experiences.

- Comparing LAC pupils in Swansea with all LAC learners in other counties in ERW, LAC learners in Swansea during 2018 reporting achieved significantly higher than the ERW average of 43.8% and above the 9.1% and 16.7% reported by both neighbouring counties of Carmarthenshire and Neath Port Talbot.

(Education other than at School) EOTAS

- Swansea Council's cabinet members gave final approval for a new home for the EOTAS (Education other than at School) service and to appoint a contractor to deliver this project; work has already begun on site. The Council secured 50% funding from the Welsh Government for the new build at Swansea Council's Cockett House site. The new unit will replace existing and outdated pupil referral accommodation that is currently scattered at various locations across the city.

Transforming the schools estate

- The programme to transform Swansea's schools' estate was established in the Council's 21st Century Schools Strategic Outline Programme. The first stage of the programme (Band A) is nearing completion and has included developments at Newton, Glynollen, Burlais, Gowerton and Pentre'r Graig primary schools and YGG Lonlas, with works at YG Gwyr and Pentrehafod under construction.
- We continue to develop the next phase of the "Band B" programme. Planning permission has been granted for the development of the new Gorseinon primary school, a new Pupil Referral Unit (PRU) in Cockett, and the expansion of YGG Tan-y-lan, YGG Tirdeunaw and YGG Pontybrenin linked to an increased development of our Welsh-medium secondary schools; a range of improvements to English medium schools is also planned. The local development plan (LDP) site will significantly impact the need (and indeed case) for enhanced school provision to serve the needs of the Swansea area, although greater clarity is required regarding timescale.
- Schools continue to benefit from the Local Authority's annual capital maintenance programme, which is prioritised on the basis of risk and is consistent with 21st Century Schools Programme schemes that are targeted at schools where there is the greatest need. Work is continuing to validate updated condition and suitability assessments.

Apprenticeships and employability skills

- We are continuing to roll out our Apprenticeship Strategy to help raise vocational aspirational and skills levels in the work place. Around 200 young people have benefited from the Council's apprenticeship programme in Corporate Building Services over the last ten years, learning trades such as carpentry, plastering, bricklaying, plumbing and electrics. The apprenticeship programme has been promoted and targeted in particular at Looked After Children. The Council has recently signed an agreement with Gower College to develop a wider apprenticeship strategy aiming to offer other opportunities in Council departments such as IT, Waste, Highways, Economic Regeneration and Parks.

UNICEF Rights Respecting Schools

- We are continuing to roll out our Children and Young People's Right Scheme in Swansea schools in order to teach children and young people about citizenship, rights and understand responsibilities.
- Although the contract with UNICEF to deliver the Rights Respecting Schools Award has now ceased, we are working on a sustainable model to 'train the trainers' to become assessors so that the assessment process can continue. In addition, we continue to promote Children's Rights within the Council and through our wider partnerships.
- We have continued to disseminate information about the UNCRC through a range of forums, events and projects across Swansea, including the *Big Conversation*, *Pupil Voice Forum*, a consultation on services for children whose first language is not English, forums for Children who have experienced care and the Play Sufficiency Assessment. Additionally, specific consultation was undertaken on several new and upgraded play areas, as well as the design of the Dilly Trail and "Dilly Footprints", which is part of the new Kingsway development. We celebrated International Children's Rights Day in Swansea by presenting our work to over 100 guests from across Wales.

Pupil Voice

- We are continuing to involve children and young people in their education through *Pupil Voice*, *Schools Councils* and the *Big Conversation*. The Countywide Pupil Voice forum involves an elected representative from each secondary school. The forum has engaged with the Director of Education and pupils have had a voice in decisions about: mindfulness in schools, what helps pupils, the Welsh language, bullying and the Council's budget / finance.
- Plans have been made to extend the *Big Conversation* to younger children and older people. Dates and themes have been set. As at August 2018, 165 children and young people aged 7-18 took part in the *Pupil Voice Forum*. Topics included Identity and Equality, The Future of Education in Swansea (Abertawe 2025) and a consultation on services for children whose first language is not English.

Carbon footprint

- Most schools in Swansea have an Eco Co-ordinator and many schools have an Eco Committee. Eco-Schools provide opportunities to improve pupils' skills, raises environmental awareness and help improve the school environment among other benefits. We have encouraged our Foundation Phase pupils to learn outdoors ensuring a respect for nature, biodiversity and eco-systems.

Case Study 4: School children pass on food recycling message to parents.

A Swansea school girl is helping to pass on the food recycling message to thousands of homes across the city. Pen-y-fro Primary School pupil, Polly Sampson aged 8, won a city-wide art competition to design a poster about food waste recycling. The winning design is now set to be displayed on the sides of ten Swansea Council recycling vehicles, helping to remind residents of the importance of food recycling. The winning poster was one of 220 posters submitted as part of a campaign led by WRAP Cymru and Swansea Council. Welsh Government Minister for Environment,

Hannah Blythyn visited Polly and her classmates at Pen-y-fro to unveil the colourful artwork and congratulate the school on their efforts. Hannah Blythyn, said: *"I'm forever impressed by the passion our school pupils here in Wales have for our environment. Well done to all the students who took part and congratulations to Polly and Pen-y-fro Primary. I can't wait to see the new-look recycling vehicles on the streets of Swansea."*

Welsh medium education

- Although the *Welsh in Education Strategic Plan (WESP)* targets for increasing the number of pupils are for 2020, longer-term plans up to 2024 are under development as part of a coherent long-term wider County strategy. Swansea's WESP 2017-2020 is a robust plan, which shows a strong commitment to developing and improving Welsh in Education in line with the Welsh Government Strategy to increase the number of Welsh speakers by 2050. There has been a consistent and increasing trend in the number of pupils being taught through the medium of Welsh at age seven (Year 2), which has increased by 27.1% from 2012 to 2017.

Case Study 5: Broadcaster Huw Edwards opens YGG Lôn Las

Broadcaster Huw Edwards has visited Swansea's newest Welsh medium primary school building to meet pupils and staff and to find out how they have settled in. Mr Edwards was guest of honour at a ceremony to officially open Ysgol Gynradd Gymraeg Lôn Las, which has undergone a complete rebuild. YGG Lôn Las initially opened in what was once the old Llansamlet Junior Comprehensive but thanks to an investment of almost £10m by Swansea Council and the Welsh Government the old school buildings were taken down and replaced with a brand new state-of-the-art facility. It has made a huge difference to the lives of staff and pupils who are now firmly settled in. BBC broadcaster and author Mr Edwards said he was delighted to see that a growing number of pupils and their parents were choosing Welsh medium education. He added: *"The success of schools like this speaks for itself. To everyone involved in the project, building the school, putting the resources and making sure it all happens, it's a great thing to see. I've been very privileged to open the school - it's been a fantastic day and I wish everyone well in the new school."* The timing could not have been better as the school received the findings of its Estyn inspection which rated it good across the board. The project was built as part of Swansea Council's 21st Century Schools programme, upgrading school facilities across the city to help improve education and boost pupil attainment.

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

- *A prosperous Wales* – Responding to the City Deal by ensuring young people have success in STEM subjects and digital skills, such as computer coding.
- *A Resilient Wales* – Supporting schools to become Eco Schools increasing understanding, respect and appreciation of our environment.
- *A Healthier Wales* – Continuing to involve children in their education through Pupil Voice, Schools Councils and Big Conversation events. Topics have included mindfulness in schools, bullying, homelessness and healthy relationships.
- *A more Equal Wales* – Ensuring that children are not disadvantaged by poverty or other limiting factors when achieving and attaining standards and well-being in education.
- *A Wales of Cohesive Communities* – Transforming the schools estate to meet demand and to respond to the developments set out within the local development plan (LDP)

- *A Wales of vibrant culture and thriving Welsh language* – Meeting demand for Welsh-medium education and promoting the use of Welsh in schools through the Welsh in Education Strategic Plan.
- *A globally responsible Wales* – Teaching young citizens to respect rights, understand responsibilities and be globally aware by continuing to support schools to become UNICEF Rights Respecting Schools as part of the Council’s commitment to the UNCRC.

6. Lessons learnt and areas for development

Skills for the new economy and City Deal

- Monitor learner outcomes thoroughly, including a focus on STEM subjects and sixth form outcomes. Build on the collaborative reviews of sixth forms from last year. CAs identify in-school variation between subjects and pupil groups. Promote the consistent use of UCAS Progress and develop an alternative system for 2019-2021. Deliver the digital strategy for education.
- Ensure that learners build and develop skills using progressions steps in expressive arts; health and well-being; language, literacy and communication; humanities; mathematics and numeracy; and science and technology.

Pupil attendance

- Every school has a designated education welfare officer. The Education welfare service monitors attendance and provides support to schools to follow the ERW attendance guidance. Communicate core support visit protocols to schools. Ensure that schools causing concern receive appropriate support.
- Provide data training to schools and governors in accordance with Welsh Government requirements. Provide training and support for school staff to use the Fischer Family Trust Aspire system. Develop new and enhanced school performance analysis using Tableau system.

School Partnerships

- Sharing good practice from Lambeth, ISOS and Swansea. Encouraging schools to pool resources and strengthen cluster arrangements. Supporting a self-improving culture where schools support each other. Swansea education directory of good practice. Raising awareness on peer reviews. Creating curriculum and leadership networks. Oversee, coordinate and support senior leader networks. Full engagement of all schools in the implementation of a Curriculum for Wales via pioneers, clusters and roadshows.

Numeracy and literacy, Attainment

- National literacy and Numeracy Programme (NLNP) is now embedded in schools. Continue to promote through the self-improving school system. Provision for Welsh requires greater emphasis on capacity building and self-improvement within and across schools. Work with delivery partners in ERW to ensure that there are professional learning opportunities for new areas of learning and experience.

Apprenticeships

- Support and monitor the delivery of the Cynnydd project to reduce those at risk of becoming NEET. Support the junior apprentice scheme by involving schools in decision making e.g. in PSA, UCAS progress replacement and apprentice opportunities. Disseminate and facilitate good practice on use of pupil development grant, education endowment foundation research and increase provision for junior apprenticeships in Swansea schools.

Lifelong Learning

- MORE than 200 free events will take place in communities across Swansea at the start April 2109 during a week-long festival showcasing and celebrating learning for all ages. From April 1 to 6, an exciting programme of events will cater for all interests including art, crafts and music, health and wellbeing, sports and science, technology and media, poetry, entrepreneurial opportunities, business support and employability skills.
- The first ever Swansea Learning Festival aims to showcase the many different learning opportunities available to young people and adults and to increase participation. It is being staged by Swansea Council's Lifelong Learning Service along with its partners and dozens of community groups, schools, clubs and organisations who have signed up to take part. The festival's themes of 'Innovation, Inclusive and Entrepreneurial' will be reflected throughout the celebrations

UNICEF Rights Respecting Schools, Pupil Voice

- Increase knowledge and understanding of the UNCRC by ensuring all staff attend/participate in the UNCRC corporate training. Promote and raise awareness of the UNCRC by embedding children's rights within day to day practice and utilising the Children's Rights logo in all promotional activity. Encourage diversity of representation on school councils and increased presence at Big Conversation events for vulnerable learners (Minority ethnic, looked after children (LAC), additional learning needs (ALN), Gypsy, Roma and Traveller (GRT), educated other than at school (EOTAS)).

Welsh-medium Education

- Utilise audit information to plan provision and improve capacity of schools to deliver Welsh within the curriculum and on an incidental basis. Support the principles of Siarter Iaith with an emphasis on self and peer review. Set targets to increase the number of teachers and TAs able to teach through the medium of Welsh. The Local Authority to facilitate capacity building professional learning programmes and entry to the Welsh sabbatical scheme.

Poverty and pupil achievement

- Evaluate the effectiveness of school spend on Pupil Development Grant (PDG) and Regional Consortia School Improvement Grant (RCSIG). Promote the use of the Vulnerable Assessment Profile (VAP) so that schools use it effectively and consistently.

Digital strategy

- Digital strategy co-created with schools. Focus on digital competence support to maximise involvement with universities and employers. Encourage schools to improve literacy and numeracy within and between schools.

Early Years

- Discussions are being held to transfer management of early years services that relate to educational outcomes and Additional learning Needs (ALN) to Education as part of the transformation of Family Support Services. Health liaise well with ALN to identify learners with ALN at an early stage and there is a duty under the Additional Learning Needs and Educational Tribunal (ALNET).

Transforming our **Economy & Infrastructure**

1. Why this is a Well-being Objective

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

2. The steps we said that we would take to meet this Well-being Objective.

- Work with partners to implement the City Deal to invest in digital infrastructure and support investment, innovation, growth, jobs, skills and productivity.
- Take advantage of the opportunities presented by the City Deal and continue the regeneration of the city centre.
- 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 Gondola 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.

3. What success will look like.

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

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

Connecting City Deal with the City centre and local economy

- Swansea Central Phase One project is due to be complete by March 2021, with the state-of-the-art 3,500-capacity arena opening in the ensuing months. Work on final detailed designs is under way, preparatory highway improvement work in the Wellington Street area is set to re-start in quarter 3/4 of 2019 and world-leading venue operator Ambassador Theatre Group has agreed to manage the arena.

- Procurement of discreet works packages for sub-contractors and a start on site to deliver advance works is imminent. In addition, a 'Meet the Buyer' event has been held at the Liberty Stadium to ensure the local supply chain is sighted on this major business opportunity. Other procurement events will be held later this year.
- The Swansea Central Phase 2 development opportunity was promoted within the Department for International Trade's investment brochure at the international property conference. A Prior Information Notice (PIN) has also recently been published seeking developers to assist the delivery of Swansea Central Phase 2.
- The Kingsway infrastructure project continues to make progress on site, despite the Dawnus company failure. Discussions are currently underway with a replacement contractor to take on responsibility for delivering the works contract.
- The multi-disciplinary consultants appointed for the Digital Village Employment Hub building have carried out an initial review of design proposals and a planning application is anticipated later this year.
- Initial plans for the delivery of an exciting new look for Swansea city centre's Castle Square area, which will incorporate a garden square and will remain in public ownership, were scoped and a procurement exercise undertaken for the appointment of consultants to advise. Enhancements to this important city space could include a restaurant, high quality sustainable design and more green space recognising the square's garden history. It will remain a year-round destination, practical for events, pop-up uses, commercial, seasonal, cultural opportunities, informal play and activity.
- The business case for the Swansea City Digital Waterfront includes University of Wales Trinity St. David's (UWTSD) box village and innovation precinct. We are also working with UWTSD to ensure that the emerging plans for wider SA1 site complement the City Centre regeneration programme.

Case Study 1: Swansea arena principal contractor impressed by potential Welsh suppliers.

The hugely experienced principal contractor helping deliver the £120m Swansea Central Phase One is excited by the local businesses hoping to play a part. Buckingham Group Contracting Ltd was impressed by the quality and range of would-be direct contractors and sub-contractors who attended a meet-the-buyer event. Staff at Buckingham are now analysing the inquiries as they work to create a report for the council that will recommend a plan for delivering the project. Kevin Underwood, Managing Director for Sports and Leisure at Buckingham Group Contracting Ltd, said: *"We were encouraged by the interest level from Welsh businesses, their quality and their willingness to engage with us. A good number have strong experience of working around the UK, working with big organisations and - in some cases - offering interesting specialist services. We are looking forward to working closely with Welsh businesses on this exciting scheme; we now ask that those who we met at the meet-the-buyer event are patient as we plan the project. In due course there will come opportunities to become part of supply chains and to formally bid for work."* Swansea Central Phase One will bring a 3,500-capacity digital indoor arena, a coastal park, digital plaza, landmark pedestrian bridge, new car parking and new homes and premises for retail, food and drink. Over the next five months Buckingham Group Contracting Ltd will undertake pre-construction services including detailed design, costings and essential preparatory work on the city centre site. The early work will prepare the project and site for the main build phase due to start in late summer this year. The transformation is due to be completed in 2021.

Local Development Plan

- The Local Development Plan (LDP) Inspector's Final Report on the Examination into the Swansea LDP was published in January 2019. It concluded that the LDP met the tests of soundness and considered that its policies and proposals will be delivered. The LDP was adopted by Council on 28th February 2019. Work is currently progressing on the preparation of a suite of Supplementary Planning Guidance (SPG) documents in support of the Plan's policies. All SPG will be subject of public consultation.

Green Infrastructure Strategy

- The new Green Infrastructure (GI) strategy will guide developers on the social, economic and environmental benefits of GI as part of their plans in terms of improved biodiversity and habitat connectivity, mitigation and adaptation for climate change, reducing surface water run-off and flood risk, pollution mitigation and improved mental and physical well-being. These factors when combined future proof Swansea and make the city centre a nicer place to visit (increase dwell time) and help to make the area a destination and increase economic activity.
- Examples of where the strategy has already improved green infrastructure include: the Kingsway with 170 new trees being planted, doubling the number there previously; the arena scheme, which will see a new coastal parkland created above a multi-story car park. Previous developments such as Westway and the Boulevard also brought large numbers of new trees into the city centre. In Orchard Street, for example, 14 of the 22 trees currently planted there are staying while 25 more trees are being added to the mix. It means that when the work is complete there will be 39 trees in Orchard Street compared to the current 22. In total, there will be well over 200 trees in the city centre when the green artery is complete.

Case Study 2: Tree planting programme for Swansea community

Almost 150 trees are being planted alongside streets in Swansea's Penlan area - and 250 will follow next year. Swansea Council is introducing the greenery as part of a plan to improve the residential environment. The trees, standing 10ft to 12ft tall, have been appearing on and around the green areas of Heol Gwrosydd; others will follow in nearby streets by the end of 2020. This year's 144 new trees for Penlan are being planted by the council's tree services unit on behalf of the housing team. The semi-mature trees represent a wide variety of native and ornamental species. They include oak and birch, ornamental pears and cherries, alder, maple, rowan, Austrian pine and sweet gum. They have been chosen to be suitable for the residential area where they will stand.

Mark Thomas, the council's cabinet member for environment and infrastructure management, said: *"The planting reflects one of the council's key priorities - to maintain and enhance Swansea's natural resources and biodiversity thus improving the health and well-being of residents. The new trees will soften the look of the area and will greatly benefit the local biodiversity. More trees will follow, along with other projects to improve the environment."* Andrea Lewis, the council's cabinet member for homes and energy, said: *"We want our tenants to live in good quality homes within a safe and secure community. A green environment will help us achieve that so we plan to introduce as much greenery as possible into Penlan, an area which will benefit from more trees. I hope that local residents enjoy the new additions for generations to come. The new tree planting is a small but important part of multi-million pound improvements we're making to our housing stock. The activity will help the council meet the Welsh Government's Welsh Housing Quality Standard that requires all social landlords to improve their housing stock to an acceptable level by December 2020."*

Employment & Training Opportunities

- *Swansea Working* launched in January 2019 to help people find new jobs, better jobs, or training. The service also aims to remove the barriers that keep many people stuck in unemployment or low-paid work. Childcare and transport are the most common problems, and the team is here to help. Among the services available are personalised employment action plans, training, help with CV development, help with interview skills and support with job applications as well as work experience placements, apprenticeships and in-work support.
- The Council has continued to deliver community benefits through the *Beyond Bricks & Mortar* (BB&M) project. BB&M officers regularly engage with internal departments who are procuring contracts. Twenty Council projects contained community benefit clauses in 2018/19 and approximately 2000 training and employment person weeks were created via BB&M for unemployed and economically inactive people
- Building on the apprenticeship strategy, the Council employed 15 apprentices who started in September 2018. In 2018 over 800 training weeks were provided via Welsh Housing Quality Standard (WHQS) contracts, 27 people were employed from local communities and 15 building trade apprentices were engaged on WHQS work.

Leisure, cultural and heritage facilities / infrastructure

- During 2018/19, the Council delivered the BBC's Biggest Weekend which included 60 thousand ticket holders; 15 million TV viewers and over 20 million online requests for digital content (i.e. YouTube). The event was estimated to have generated an impact of £5.8m for the local economy. The event was awarded the Best Event in Swansea Life Awards. Other significant events in the past year included the Wales Air Show (it was estimated that economic impact increased from £8.4m in 2017 to £9.7m in 2018) and the Admiral Swansea Bay10k; this was voted the best 10k in Wales and achieved the BARR Gold Status, voted best Child Friendly Event in the UK Running Awards. Over half a million people attended events delivered or supported by the Special Events team
- The Council has developed a new Destination Management Plan, which is key to access funding, as well as blue and green flag awards; this will be considered with stakeholders, colleagues and the tourism sector at our annual Tourism Summit on 15th May 2019. A new guide called 'Discover Things to do in Swansea Bay' is also being launched and features attractions, activity providers and food and drink partners. The Guide is distributed across Swansea Bay and the UK and targets potential visitors to the area, whilst also providing information and inspiration to those already staying in Swansea Bay.

Transfer of Leisure facilities

- In October 2018, six community leisure centres and the LC2 began to be managed by the not-for-profit leisure trust in partnership with, and on behalf of, the council. This will give them a bright future and will support the people of Swansea to be active and healthy. There is a proposed investment of £5.1m across the facilities to make improvements and deal with backlogged maintenance. In addition, there is a commitment to invest in 3G pitch provision across Swansea to cater for both community and elite sport at key sites, working with key partners and grant funders to deliver policy commitments. The operation and management of Plantasia was transferred to Parkwood Leisure in February 2018, which again will ensure a sustainable outcome for the facility and service, and as a result of a £1.1M investment, an

increase of visitors and tourist using the venue and surrounding retain park amenities, as well as an being an attraction within the City Centre

Hafod Copperworks, River Corridor Strategy, Kilvey Hill project

- A major scheme that will see Penderyn Distillery expand into part of Swansea's historic Hafod Morfa Copperworks site has been given listed building consent and planning permission. At Hafod Copperworks, the Heritage Lottery Fund (HLF) Stage 2 Powerhouse project has now been fully approved, RIBA 4 design is underway, and works procurement is planned for May 2019. Additional funds have also been secured for the Copperworks from Welsh Government as part of TRI programme. The Morfa bascule lifting bridge repair programme has also commenced. The Musgrave engine house repairs are nearing completion, with repairs commencing to Vivian engine house shortly. A further visit has been determined for the Skyline luge project and discussions with Welsh Government on funding support are ongoing.

Case Study 3: Big step forward for key Swansea heritage site

Plans to revitalise a former hotbed of Swansea industry have taken another big step forward. A major scheme that will see Penderyn Distillery expand into part of Swansea's historic Hafod Morfa Copperworks site has been given listed building consent and planning permission.

Plans for the disused site opposite the Liberty Stadium, include:

- a new-build visitor centre with shop, tasting bar, exhibition space and toilets;
- the creation of a distillery, offices and VIP bar in the fully refurbished powerhouse building;
- a new barrel store in part of the grade two listed rolling mill now used as the Swansea Museums collections store;
- a new-build covered walkway connecting the refurbished powerhouse, new-build visitor centre and barrel store;
- landscaping;
- 60 parking spaces.

The transformation would be home to the Penderyn Experience whisky tour that would also educate people about the site's rich history and could attract more than 50,000 visitors a year.

The listed building consent application and planning application, submitted by Swansea Council, have now been approved as part of formal processes. Construction work is expected to take place through 2020 and 2021, with Penderyn planning to open there in 2022.

City of Culture, Promoting leisure and cultural events

- The Council is re-scoping the means to deliver the 'City of Culture' by redrafting the Cultural Development Framework, which includes a significant focus on delivering the Arts Strategy for Swansea Central, phase 1 and 2. Whilst currently in draft form, the strategy focuses on community engagement, temporary interventions, events and animating the public realm in the lead up to and post completion of phase 1, throughout 2019 and into 20/21/22.
- Swansea Council have played a key role with partners in developing Swansea's Art and Cultural Offer and supporting the development of the Creative Economy. Examples include the following:
 - Intersection: St Helen's Road creative community dialogue – public event and film screening;
 - Blue Plaque: Clara Neal, suffragist, Terrace Road School. Whole school event and unveiling by Head Girl and Member of Youth Parliament;

- BAME Digital and Cultural Hub. A partnership with Race Council Cymru to develop a Hub at the Arts Wing. Supported business plan development;
- Agenda 21 for Culture – Pilot Cities programme. Development of a Diversity Pledge for Cultural Services.
- During the last year, Swansea Council's Galleries and Museums have gained a number of national awards and recognition. The Glynn Vivian was highly commended for Angel Heritage Awards and nominated for the RICS Awards. The Gallery is now a Fully Accredited Museum (MALD & ACE) and achieved a Trip Advisor Certificate of Excellence. It is also now a Visit Wales Accredited Facility. The Gallery has reached out to new audiences at night with its range of GV@night activities and has run successful partnership programmes with City of Sanctuary (asylum seekers and refugees project) and with CRUSE (a bereaved people's art project). The Gallery also hosted the N.S Harsha exhibition in partnership with Artes Mundi – and British Council. A Peter Blake exhibition resulted in the sale of prints worth £6k at the Gallery.

Case Study 4: Gallery celebrates LGBT History Month

One of Swansea's longest established art attractions got a rainbow makeover. The free-entry Glynn Vivian at Night event celebrated LGBT History Month. The post-work gathering at the Glynn Vivian Art Gallery featured a number of LGBT+ performers including a drag artist and a preview of a Strictly Come Dancing-inspired city event. The event featured a pop-up bar provided by city business Hoogah. Swansea drag artist Ruby Slippers performed a one-off cabaret show, with a mixture of live singing, mime and laughter. Jermin Productions talked about their forthcoming Swansea Pride Hits the Dancefloor event - a Strictly-inspired night of same-sex ballroom dancing at the Brangwyn Hall. Other highlights include Gwilym Games from the council's library service, discussing Swansea figures from history and their LGBTQ associations. There was a selection of short films from the Iris Prize LGBT+ International Film Festival Awards, live songs from Swansea's True Colours Choir and a fresh look at book *The Rebecca Rioter* by former Swansea industrialist Amy Dillwyn.

Robert Francis-Davies, Swansea Council's cabinet member for investment, regeneration and tourism, said: *"I'm delighted that our Glynn Vivian team are working with others in the city to mark LGBT History Month. Swansea is a place of equality and diversity. It's essential that our cultural venues support diversity and that we increase the visibility of lesbian, gay, bisexual and transgender people, their history, lives, experiences and contribution to society. The Glynn Vivian event will be great fun and will also have strong messages about advancing education on matters affecting the LGBT+ community."*

- The Council's Digital strategy continues to transform the way we work with over 565k visits to visitswanseabay.com (+4.1% up on previous year) and 75k Facebook fans. The Council have been successful in attracting Welsh Government support for two recent funding applications – one for marketing and one for tourism product development. Event marketing support provided by the Council continues to grow audiences to our major event programme e.g. Wales Airshow, Swansea Bay 10K, Outdoor theatre. The Council provides venue and activity marketing support to ensure that both the challenging income targets for Cultural Services are achieved as well as usage targets for grant funded programmes.
- For the evening and night-time economy Swansea Council has promoted and facilitated a number of major events to celebrate the diversity of the offering that visitors can enjoy. An example is Hugh Jackman's musical spectacular *The Greatest Showman* shown on the Castle Square Big Screen for two nights in October 18.

- The Council is using social media and web enable portals to promote Swansea's offer, which is being marketed as more diverse with greater opportunities. Examples include launching the 'Discover New Horizons' video on New Year's Day, which forms part of Swansea's 50th anniversary celebrations. The Year of Discovery Campaign will feature such delights as night-time paddle-boarding on Swansea Bay, walks in the woods of Penllergare and experiencing culture in the city.

International Sports Village / centre sporting excellence

- We continue to work with our partners, namely the Wales National Pool and the University, in exploring the opportunity for an International Sports Village. Discussions and options appraisals are underway with the Wales National Pool Board and University partners as part of a wider plan for the future operation of the existing sites at and around the Sports Village. Continued investments to renew and improve existing facilities and work is taking place to ensure sustainable improvement are made to reduce energy costs across the site.
- Funding for new facilities are being explored and whilst at early stages appear supported by external stakeholders.

Energy Strategy

- 2018-19 has been the last year of Carbon Reduction Commitment reporting with Swansea's emissions reducing year on year. Measurement will continue via the introduction of the Climate Change Levy. The authority is also improving energy efficiency with the launch of a Re:Fit Wales programme of activity across several Council buildings. This project should realise an estimated 376 teCO₂/yr reduction and guaranteed savings of £186,236 energy costs. Implementation of key elements of the energy strategy are ongoing and centralisation of all premises related utility budgets is in place; this will ensure a co-ordinated approach to energy efficiency projects linked into the Re:fit programme. A council-led solar farm development is making good progress, supported by Welsh Government Energy Services. A site has been developed, grid connection offer has been made and an outline business case is being developed to be reported for decision by the end of 2019.
- For the first time in a generation the Authority built new homes in 2018/19. Built to Passivhaus standard, the thermal efficiency is being achieved through progressive design. Through the lessons learnt on these projects we have now designed our own Swansea standard, which will engage local suppliers and Welsh products into future projects. We are tackling fuel poverty through new technology such as Mechanical Ventilation Heat Recovery units being installed. On future projects, Ground/Air Source Heat Pumps will mitigate the reliance on dwindling natural resources and the elevated costs related to this. By encouraging harnessed energy, we can tackle fuel poverty and minimize environmental impact.
- The introduction of PVt (photovoltaic thermal) and progressive monitoring highlights energy harnessing and utilisation, negating reliance on natural resources such as oil and gas. Battery storage further enhances the Homes as Power Stations concept with Tesla batteries installed to further reduce fuel poverty and contribute to decarbonisation and ever dwindling natural resources. Future schemes will harnesses naturally occurring ground/air heat and is utilised throughout the building, reducing the reliance on fossil fuels.

Sustainable and low carbon transport

- In January 2019, the City & County of Swansea Pension Fund became one of the first Pension Fund's in the UK to adopt an Environmental, Social & Governance policy which commits the pension fund to reduce its already low exposure to carbon based fossil fuel investments by up to 50% over the next 4 years. In doing so, it accepts that investing in new green energy, infrastructure and socially responsible investments offers the best sustainable financial return for members of the pension fund over the long term.
- Alongside its carbon reduction programme in its listed equity portfolio, the fund also actively seeks to invest in energy-efficient infrastructure projects (renewables, solar, alternative fuels) and clean tech in other parts of its portfolio, always seeking to optimise its return, whilst having a positive environmental impact.
- Much of the progress made by Swansea in 2018/19 is recognised in the June 2019 Notice of Motion declaring a climate emergency. This celebrates many of the Council's achievements this year.
- The Council took delivery of 40 electric Peugeot vans in May 2018 which are being used for a range of services carried out in the city. The new fleet is in addition to ten electric pool-cars that the Council purchased previously. Green Fleet' management focuses on environmentally friendly vehicle specification, selection, use and fuel choices. A 'Green Fleet Policy' has been adopted by Council, which formalises this approach and sets targets for future improvements.
- We have continued to deliver on our carbon reduction policy having achieved a 42% reduction in emissions since our baseline year. Bids were submitted to the Local Transport Fund to develop ten new walking and cycling routes. Of the bids, a number were successful in securing funding for delivery. Swansea Council has spent £22k on route maintenance across the existing network. The new and improved routes described above delivered 16.73km of new shared use and 1.1km of improved shared use respectively during 2018/19.

Swansea's coastline / Blue Flag

- The Council have retained the current level of Blue Flag and seaside awards for 2018/19 and renegotiated an improved position with RNLI to maintain beach lifeguard services on most popular Council owned beaches. The Council has successfully applied for Welsh Government funding to deliver changing places facility at Caswell Bay for disabled users. The Council has also developed partnerships with locals groups, private partners and Community Councils to sustain facilities across the bay and foreshore and attract additional investment and improved outcomes.

Strategic Housing and Mixed housing development sites

- In addition to the Council's *More Homes* Programme to build energy efficient and affordable Council homes, the Council has also published a PIN to explore interest from potential partners in delivering a development programme across around 30 potential HRA sites in phases. The aim will be to deliver mixed tenure housing on the Council owned sites, whilst maximising the delivery of affordable housing to meet local need. A procurement exercise is also being undertaken to develop a masterplan for the regeneration of a large housing estate in Penderry.

- The LDP allocates Strategic Development Areas (SDAs) at 12 locations around the City and County to provide over 7,100 new homes by 2025 as well as opportunities for job creation and commercial investment at a strategic scale. Residential led SDAs are capable of accommodating a minimum of 400 homes and other complementary and supporting uses depending on the nature and scale of the site. Mixed housing SDAs will provide new homes as part of wider mixed-use proposals to also deliver significant investment and economic benefit arising from commercial, community and cultural regeneration projects.

Evening & Night time economy (ENTE)

- A number of existing and new projects are in place, which support the objectives of Purple Flag status in managing the evening and night time economy (ENTE). For example, the Safe Space scheme has been rolled out on key dates with external funding and has been recognised by the Portman Group as an example of best practice. Measures have also been put in place to commission automated bollards at either end of Wind Street. The success of the ENTE partnership is evidenced by the 30% reduction on submissions to A&E of alcohol related cases over Christmas reported by the Health Board. Crime statistics over the same period show a similar positive trend.
- A Feasibility Study on the physical regeneration of Wind Street has been undertaken as part of the development of the long-term strategy for the ENTE. The Feasibility Study, which was jointly commissioned with the BID, sets out a series of costed options to capitalise on the conservation status of the area, better manage access and safety and realise the commercial opportunities across day and night time economies.

Regeneration

- A high-level new partnership is in place to help regenerate Swansea; the partnership is a successor to the Swansea Economic Regeneration Partnership (SERP). Members include Swansea University, Coastal Housing, Pobl, Family Housing, Swansea BID, Gower College Swansea, Welsh Government, Swansea Council for Voluntary Services, Natural Resources Wales, Urban Foundry, Indycube, local business organisations and Business Wales. A sub-group has been set up to address the economic challenges facing local districts, starting with Morriston.
- A Development Officer is now in place in relation to the Morriston Tabernacle to secure the future of this major and prominent Grade 1 listed building. A Regeneration Morriston working group is working with traders, Registered Social Landlords and the community to explore heritage led regeneration of the town.

Case Study 5: Youngest citizens welcomed to historic landmark

The youngest residents of Swansea are being invited to spend quality playtime at one of the community's most iconic buildings. By joining a playgroup at Morriston Tabernacle they will help start breathing new life into the historic location. Places are now available at the Cylch Ti a Fi (Welsh-medium baby and toddler group) held at the 147-year-old building every Wednesday from 9.30-11am. The Swansea Council officer leading a revitalisation plan for the Tabernacle is urging young mums and dads - and grandparents - to seize the opportunity. Jacquelyn Box, based at Tabernacle, said: *"It's wonderful that this group and others are now making use of this amazing building. It's delightful to see the newest generation of Swansea people being given the chance to benefit from the great spaces the Tabernacle has to offer."* The weekly group is being run by Mudiad Meithrin, the voluntary sector's main provider of Welsh-medium early years care and education. The

organisation's Carole Williams said: *"Our aim in Mudiad Meithrin is to give every young child in Wales the chance to benefit from early years care and education experiences through the medium of Welsh."* The plan to revitalise the Tabernacle is being driven by the council. The project represents an important development in the history of a building of national significance, one of only two Grade 1 listed structures in Swansea.

- Funding has been secured from the Welsh Government Targeted Regeneration Investment Programme and Town Centre Loan Fund to bring vacant commercial premises back into use as refurbished commercial floor space or new housing units. Future plans also include a pilot project to refurbish commercial shop fronts and to test activities in relation to the impact on footfall on Woodfield Street. The activities and their impact will be evaluated to inform the next generation of funding programmes and community leverage of funding in support of key priorities.
- A range of projects are being funded through the Rural Development Programme to support economic development in rural Swansea.

Protect and promote the health, wellbeing, safety and consumer interests

- Work has continued with licensing of relevant HMOs (1,768 licensed HMOs as of 9/4/19) and improving conditions for tenants. A Survey of identified HMOs in St Thomas has taken place, along with ongoing partnership work with Swansea University, University of Wales Trinity St David's & SW Police including liaison with Community Liaison Officer.
- The ongoing Local Air Quality Management (LAQM) work within the Local Authority will continue to assess the exposure for members of the public residing in or visiting Swansea. Swansea Council's Pollution Control and Private Sector Housing Team will continue to submit their Annual Progress Reports to Welsh Government for appraisal. As part of the LAQM works, Swansea Council will continue to be involved in collaborative research projects working towards greater understanding of localised air quality exposures and its effects upon members of the population.
- Operation Sceptre was launched by the Met Police in 2015 to help tackle rising instances of knife crime in the capital. Since then, police forces around the UK have been encouraged to get on board with the campaign. Swansea Council Trading Standards working in conjunction with the Home Office and South Wales Police undertook just under 100 attempts with children to buy knives in Swansea. This resulted in a national retailer being successfully prosecuted for the sale of knives to minors. This work is continuing with South Wales Police and has recently resulted in a massive seizure of illegal knives, which were being sold from a warehouse in Swansea.
- The Swansea Council Trading Standards team have a number of initiatives in place which include, among others running a Scam alert system. On notification of any new scams that affect Swansea residents an alert is cascaded to over 100 community leaders who then spread the word. An example would be the issued warning after receiving a call from an elderly victim who was tricked into parting with £2,000 worth of iTunes vouchers after they received a 'cold call' from a scammer claiming to be calling on behalf of HMRC.

Case Study 6: Trading Standards stop 'fraud' call centre in Swansea

Swansea Trading Standards have welcomed the outcome of a long investigation into a Swansea based call centre which potentially prevented millions of pounds being scammed from the public.

The investigation, which started in 2015, has led to four men being sentenced to a total of 153 months at Swansea Crown Court. The men who all worked at Swansea-based Renewable Energies Centres (REC) Ltd, were all found guilty of conspiracy to defraud the public after conning more than 1,200 customers out of a total £425,000 during a five month period. Officers from Swansea Council's Trading Standards raided the business premises of REC Ltd in July 2015 after receiving hundreds of complaints from members of the public. All the customers were promised a free boiler if they paid a one-off fee for an Energy Performance Certificate which cost £250 - £450. The investigation established that none of the customers received the promised free boiler and prompted hundreds of calls to the Council's Trading Standards. Many of the customers who were duped by the company have since been refunded but some signed up for loan agreements for new boilers which will take twelve years to pay off. Mark Thomas, Cabinet Member for Environment and Infrastructure Management, said: *"This investigation has been complex and required a huge amount of effort from our Trading Standards Team to bring this case to a conclusion. I'm pleased we have been able to protect the general public, including elderly and vulnerable people from giving out any further money in what was plain and simply a scam."*

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

- *A prosperous Wales* – Implementing the City Deal with partners to invest in digital infrastructure and support investment, innovation, growth, jobs, skills and productivity. Building sustainable development principles into the re-development of the city centre by incorporating requirements for resource efficiency (waste and energy), renewables, enhancing biodiversity / green infrastructure, and the sustainable use of natural resources that support a productive and low carbon economy and adapt / mitigate for climate change. Maximising benefits from grant funding applications.
- *A Resilient Wales* – Promoting the 'Green Economy' including renewable energy to provide energy security, climate change mitigation and economic benefits. Promotion of green infrastructure methods in developments.
- *A Healthier Wales* – Promoting biodiversity and protecting Swansea's green spaces, including parks for recreation and play and to promote health and well-being. Managing Swansea's coastline and promoting improved water quality and Blue Flag status to encourage tourism, protect the environment and support well-being.
- *A more Equal Wales* – Creating employment and training opportunities for the long-term unemployed and economically inactive through community benefit clauses in Council contracts.
- *A Wales of Cohesive Communities* – Giving priority to providing affordable housing in rural areas.
- *A Wales of vibrant culture and thriving Welsh language* – Improving, expanding and diversifying leisure, cultural and heritage facilities and infrastructure to help boost the economy, promote tourism and improve well-being.
- *A globally responsible Wales* – Building sustainable development principles into the re-development of the city centre particularly around resource efficiency and the sustainable use of natural resources contributes to a low carbon economy and adapt / mitigate for climate change. Encouraging grant applicants to adopt green infrastructure measures in building refurbishments.

6. Lessons learnt and areas for development

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

City Deal

- Deliver Phase 2 projects to deliver the wider economic benefits and ensuring development is properly linked to the city centre. Establish the final cost of Digital Square & Arena and report to cabinet. Submit planning consent for the Digital Village.

LDP

- Ensure LDP policies are implemented effectively to support the regeneration of Swansea and promote sustainable communities.

Beyond Bricks & Mortar

- Continue to deliver community benefit contracts and ensure departments comply with policy of community benefit clauses in contracts leading to creation of training and work opportunities.

City of Culture, Cultural events

- Update and relaunch the Tourism Strategy and Destination Management Plan for Swansea Bay. Produce the wider Cultural Strategy mapped to council, city and regional priorities and strategies building on the 9 commitments for culture in sustainable cities that are currently being delivered. Implement the Area of Outstanding Natural Beauty (AONB) Management Plan Action Plan.

Promote events

- Delivery of at least 2 additional City Centre annual events including the Christmas Market, Halloween and Purple Flag activities to encourage footfall into the area and create a vibrant atmosphere. Facilitate partners to deliver events in the City Centre including Special Events and BID. Oversee commercial lettings services in the City Centre to provide opportunity for street trading, on street promotions and events. Oversee the City Centre “Busk Til Dawn” initiative to encourage on-street entertainment. Promote the City Centre offer digitally through the City Centre website and posting relevant content via the City Centre social media and associated sites.

Hafod Copperworks / Skyline / Tawe Corridor

- Ensure land ownership, services and impacts of the aerial site are resolved to support Skyline luge delivery. Continue the Heritage-led regeneration of Morriston ensuring capital funding is available via the Targeted Regeneration Investment programme. Redevelopment of Penderwyn Whiskey Distillery and Visitor Centre at Hafod Copperworks .

Low carbon transport

- Specification and procurement of low carbon/electric vehicles through fleet renewal programme. Green Fleet Policy adopted and establishes a framework for us to consider the most viable green options when renewing the fleet. Analyse Telematics and drive metrics to reduce fuel use. Reduced resource means we have yet to progress this but aim to do so as soon as vehicles replaced.

Biodiversity / greenspaces

- Build greater awareness of the importance of greenspace and ecological advice generally to ensure it is fully taken into account across the Authority in all plans, strategies and projects (Biodiversity and Environment Act training). Make more services and information available on line, e.g. Invasive non-native species, Ash-Die back, Rights of Way Network. Adopt a Council Tree Policy and Corporate Biodiversity Plan.

Strategic housing and mixed-use development sites

- Deliver on the Welsh Housing Quality Standard (WHQS) programme and achieve by 2020 building on the outcomes from the Wales Audit Office (WAO) review of December 2018. Monitor delivery of the 2019/20 Social Housing Grant Programme, Housing Finance Grant and other grants to ensure schemes are brought forward to encourage sustainable social and economic growth within community. Assess Housing Revenue Account (HRA) land for council and mixed developments.

Affordable rural housing

- Following adoption of the Local Development Plan (LDP) the Council now has an up to date, evidenced based policy position to require all residential development proposals for two or more dwellings in Gower/Gower Fringe Areas to provide affordable housing on site. In addition, the LDP includes a policy that allocates suitable sites on the edge of rural and semi-rural locations to deliver a minimum of 51% affordable homes for local people with the balance tailored towards the evidence of local need e.g. lack of smaller homes and/or single storey homes for downsizing or first time buyers. This is an innovative policy and a pragmatic response to an historic problem of under provision and failure to deliver new homes for the local community in a sustainable manner.
- Monitor delivery of the 2019/20 Social Housing Grant Programme, Housing Finance Grant and other grants to ensure schemes are brought forward to encourage sustainable social and economic growth within community. Assess HRA land for council and mixed developments.

Regeneration

- Delivery of Welsh Government Targeted Regeneration Investment (TRI) funded property enhancement development grants (PEDG) and sustainable living grants (SLG) plus Town Centre Loan Fund – this has worked well during 2018/19 with a number of vacant properties being brought back into use in the city centre. Regeneration team will continue to work with property owners during 2019/20 to bring more premises back into use to support the city centre offer. Work will also focus on Murryston to diversify the offer of Woodfield Street.

Energy

- In 2019 and beyond, roll out Re:fit programme to generate electricity that will either be sold back to the grid or, if a suitable off-taker is available, possible private wire arrangement. The replacement of the turbine in the marina will be considered as part of Re:Fit.

Tackling Poverty

1. Why this is a Well-being Objective?

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

2. The steps we said that we would take to meet this Well-being Objective.

- Implement the revised Poverty Strategy to empower local people, change cultures to emphasise tackling poverty is everyone's business and target resources to maximise access to opportunity and prosperity.
- Work with our Health partners to ensure that, through our Early Years Strategy, children in their early years and at Foundation Phase achieve their expected language, emotional, social and cognitive development and are ready for learning and for school.
- 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.

3. What success will look like.

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

4. Progress taking steps to meet this Well-being Objective – what worked.

Tackling Poverty Strategy

- The Council's *Tackling Poverty Strategy* was reviewed and agreed at Council in January 2018 and included the development of a Council-wide Delivery Plan. The revised Tackling Poverty Strategy included a definition of poverty, a vision for Swansea and a one Council approach to tackling poverty. Overall, good progress has been made in terms of implementing the objectives within the Delivery Plan. Corporate performance indicators that measure this Well-being objective have demonstrated that the majority of targets have been achieved this year, supporting the wider aims and objectives contained within the Tackling Poverty Strategy. However, there is a need for improvement in terms of meeting targets related to employment and training. A mid-term review of the Strategy and Delivery Plan is planned for the Autumn of 2019.
- The Council revised the terms of reference for its Poverty Forum in April 2019. The Forum has been re-focused to lead and co-ordinate action to tackle and alleviate poverty across the Council. It brings together operational and senior managerial representatives from Departments and is chaired by the Deputy Chief Executive. The Forum aims to align existing programmes and initiatives across the Council and integrate tackling poverty commitments into mainstream service delivery. The Forum is also responsible for developing new opportunities and processes to tackle poverty and to develop an understanding around what works and its application within and across the Council's services.
- The Council's Poverty Forum collaborates with the Swansea Partnership Poverty Forum, ensuring agendas are aligned. It reports into the Public Service Board (PSB) and briefs the Cabinet Member for Better Communities (People) via the Chair. A report on the impact of Scrutiny Inquiry into Tackling Poverty (October, 2018) concluded that the inquiry had supported raising the profile of tackling poverty across the Council, being 'a critical friend' and re-affirming the direction of travel and the revision to the strategy. The Poverty Reduction Policy Development Committee (PDC) has considered the recommendations of the Scrutiny Inquiry and developed policy recommendations to strengthen the Council's approach to tackling poverty.

Early Years Strategy

- The Council have continued to develop and strengthen its *Early Years strategy* through Families First, the Flying Start Programme, the Foundation Phase, the Best Start Campaign, Jig-so and a range of other activities to support children, parents and their families. Working with Health and other Partners, the Council's approach has incorporated targeted interventions for children living in relatively high areas of deprivation, children with emerging additional needs and universal provision for children and their parents across Swansea.

- During 2018/19, the Families First programme supported 10,780 children, parents and families in Swansea with a range of targeted interventions aiming to prevent emerging needs from escalating and providing support for more complex needs. Flying Start continued to provide the Best Start in life for children in their early years in the most deprived communities. During 2018/19, a total of 2,925 children benefitted from the Flying Start programme. The average childcare attendance for the Flying Start programme was 79% during the same time period.
- The Flying Start programme continued to operate with the Foundation Phase Profile (FPP) adapted for pre-school children and the Wellcomm Speech and language tool. Focus this year has been on data and moderation of the FPP, ensuring it has been consistently applied across settings. Links have been made with Education to allow analysis of FPP for Flying Start Children throughout their Education. The results show that 29% of children reached or exceeded their speech and language milestones on childcare entry (screened via WellComm), 61% of children reached or exceeded their speech and language milestones on childcare exit (screened via WellComm), 45% of children achieved 'Gold' in Personal & Social Development on childcare Entry (assessed via FPP) and 72% of children achieved 'Gold' in Personal & Social Development on childcare Exit (assessed via FPP).
- The roll out of the integrated Jig-so project has also continued to support vulnerable young families from conception and during the child's early years. The project aims to fill the gaps between statutory services across sectors with a team of midwives, community nursery nurses, family facilitators and language development workers offering support to all young parents up to 18 and vulnerable parents aged 19-24. The Penderi GP cluster model expanded into a further two areas in 2018/2019 and was nominated as a finalist in the ACADEMI Wales Awards 2019 for Innovation. An evaluation of the project undertaken by Swansea University concluded that the project was effective in co-ordinating support at an early stage for vulnerable children and their parents.
- The Best Start Campaign has continued with further development through Social media, posters and events. Coverage has been extended and the Best Start Social Media with an estimated reach of over 300,000 during 2018/19. Several Best Start engagement events have been undertaken with the emphasis on promotion of key Best Start messages building on the First 1,000 days event undertaken in November 2017 and subsequent action plan. A summer events programme is being planned to support the promotion of the messages. A third story book has been written to promote the messages, this time by children living in care, to highlight that the Best Start in life may happen at different times for some children. The rollout of the evidence based SKIP Cymru physical literacy project in early years has continued, with 15 settings having accessed the intervention to date. Swansea has been identified as a Pathfinder authority to explore early years integration of systems and this has provided an opportunity to work closely with Neath Port Talbot across the early years agenda.
- The Council and its partners have submitted an application to take part in Phase VII of the Healthy Cities programme, which aims to address the growing health challenges in cities. Participation in the next phase of the programme will support the continuing work of the Council and its partners on Early Years and the Best Start as a delivery vehicle for the Public Service Board.

Young people access to employment, education or training after reaching 16 years of age

- Robust multi-agency monitoring and tracking continues to take place under the Council's Youth Progression & Engagement Plan, overseen by the NEET (Not in Employment, Education or

Training) Board. Swansea's *Keeping in Touch* Strategy and the implementation of the Welsh Government's Engagement and Progression Framework has supported the Council and its partners' good progress in reducing the numbers of NEET young people at 16-18 years. This work has supported a downward trend in the proportion of Year 11 school leavers who were NEET across Wales between 2008 and 2015. The NEET rate for Year 11 school leavers has fallen from 5.8% in 2008 to 2.7% in 2015, 2.1% in 2016 and 2.2% in 2017. This is slightly above the Welsh average of 1.7%. Young people who are most at risk of becoming NEET (not in employment, education or training) are identified and provided with the personal support they require to remain engaged with education, employment and training. Regular meetings take place between, schools, careers, Evolve and partner organisations to regularly track those at risk during year 11.

- However, the Swansea figure has not progressed further over the past 2 years due to the complex needs of a core group of NEETs. Analysis has shown that nearly 70% (158 of 225, July 2018) of this group are either 'not available' or 'not ready' to enter employment or training and require specialist support to get them ready to enter employment or training. Specific barriers to employment or training identified have included: social and health factors (e.g. drugs and alcohol, mental health, behavioural and emotional, lack of parental support, confidence and motivation); skills-related factors (e.g. Additional Learning Needs, employability, work experience, training, qualifications); and wider factors (e.g. housing, transport, childcare, money for work related items).
- Support for young people who are already NEET, or at the greatest risk of becoming NEET, has been provided by *Cynnydd* (a regional project for young people aged 11-24 yrs at greatest risk of becoming NEET), the Council's Education Other Than At School (EOTAS) Strategy, *Cam Nesa* (a regional engagement, learning and training programme for young people aged 16-24 yrs), *Communities for Work* and *Swansea Working*. Swansea's allocation of Cam Nesa funding has supported the expansion of the recently established Evolve lead work team within our Young People Services. This team has worked intensively with young people and their families to develop individual well-being and NEET focussed plans, supporting them to overcome complex barriers that can prevent their progress.

Welfare Rights and steps taken to address Welfare Reform

- The Welfare Rights Team have continued to increase awareness and knowledge of welfare rights in Swansea by delivering training to staff, providing an advice line, representation at appeals, complex casework, producing publications and self-help guides and policy work. During 2018/19 the Team represented 68 people at appeals (65 were successful), provided advice in relation to 795 enquiries and raised £1,078,574.39 by securing welfare benefit rights and entitlements. It has been estimated that this was worth £3,500,000 to the local economy.
- The work of the Welfare Rights Team continues to influence at both national and local levels; for example the team identified processing errors in the Department for Work and Pensions computer systems managing legacy benefits for mixed aged couples. As a consequence of their involvement the DWP are now in the process of rectifying these problems, which will affect claimants nationally. The team have also been working with the Revenue and Benefits Section in identifying and securing entitlement to legacy benefits for mixed aged couples who would have otherwise been transferred over to Universal Credit. In one case, a mixed aged couple would have lost out on £234.73 per week had they been transferred over to Universal Credit instead of accessing legacy benefit entitlement.

- The Tenancy Support Unit (TSU) have also provided support for their clients to access additional grants, reduce rent arrears and manage housing benefit and Council tax debt. During 2018/19, the TSU secured around £95,000 of back dated benefits for claimant e.g. Tax Credit and Disability Living Allowance. The TSU have continued to provide support and advice to Council tenants through Rents surgeries and Universal Credit Personal Budgeting support. The Council are continuing to increase the speed of processing Housing Benefit and Council Tax Reduction applications and making adjustments for a change in circumstances. The average time taken to process new Housing Benefit claims in 2018/19 was 13.3 days and 19 days for Council Tax Reduction. The average time taken to make and adjustments for Housing Benefit and Council Tax Reduction was 3.5 days and 2.5 days respectively.

Case Study 1: Policy in Practice

In a response to changes in Welfare Policy during 2018, namely the roll out of Universal Credit, the Council commissioned Policy in Practice to explore the impact of multiple welfare reforms at household level. The purpose of the work was to identify the households most at risk and proactively support those most at risk to ensure they were prepared for the changes and were claiming their maximum entitlements. The research involved an analysis of Swansea's Single Housing Benefits Extract (SHBE) in September 2018 and information about 24,500 low-income households in Swansea. The results showed that that over 200 families were identified as being in financial crisis (income is less than rent) and a further 3,000 families were at risk of losing financial support for a third child. The report also showed that over 80% of households were likely to be impacted by cumulative welfare reform in 2020 (compared 15% in 2018). The findings indicated that the percentage of households with high impact (£30+pw loss) due to cumulative welfare reform is predicted to rise from 2.4% in 2018 to 38.3% in 2020 and the percentage of households with medium impact (£15 - £30pw loss) due to cumulative welfare reform is predicted to rise from 5.9% in 2018 to 23.2% in 2020.

Following the publication of the report an initial workshop held to highlight impact and identify ways Council departments could work together to mitigate impact. A triage approach has been developed across key Council Buildings (Civic Centre, Housing Offices and Libraries) for local people who need personal budgeting support, benefits or digital support to support their transition to Universal Credit. The Tackling Poverty Service and the Council's Revenue and Benefits Service developed an internal data sharing policy in order to offer targeted support to vulnerable households. Subsequently the Tackling Poverty Service and the Council's Housing Service offered support to those in need of rent debt advice, aiming to reduce evictions. The Tackling Poverty Service and the Council's Early Years Team identified a further 157 households who were eligible for extra child care hours and offered support to families with a 3rd child and are no longer eligible for Tax Credits.

Energy efficient Council homes

- The Council is continuing its improvement works to Council Houses across Swansea as part of the Welsh Housing Quality Standards. A key priority of the improvement works are to improve the energy efficiency of homes, reduce heating costs and tackle fuel poverty. Energy efficiency for Council and private homes will be the focus of Decarbonisation which is set to become a major policy area post 2020 and the Council will continue to focus its effort to improve the efficiency of its housing stock. In 2019, the Council will be completing its Homes as Power Station pilot with Cardiff University where existing older person homes are being retrofitted with a suite of renewable technologies and insulation measures. The pilot will show how technologies can be used and inform future improvement programmes. Achievements for

2018/19, include renewing roofs to 417 homes, insulating walls for 509 properties and now has over 13,500 with WHQS compliant heating systems.

- Following on from the first passivhaus pilot at Colliers way, the second phase of the More Homes project is underway at a further 2 sites at Parc Y Helyg and Colliers Way Phase 2. As part of this phase, 34 new homes will be built as 'Homes as Power Stations' using funds from a £1.5m Innovative Housing Programme grant from the Welsh Government. The homes will have innovative features such as solar panels and battery-powered energy, as well as the inclusion of swift bricks to support biodiversity.
- The Council are continuing to roll out our Apprenticeship Strategy aiming to raise vocational aspirational and skills levels in the work place. More than 200 young people have benefited from the Council's apprenticeship programme in Corporate Building Services over the last ten years, learning trades such as carpentry, plastering, bricklaying, plumbing and electrics.

Case Study 2: Minister visit marks start of new council house construction

Construction work started on new, energy-efficient affordable council homes in Swansea. The 16 homes are going up at a new site in Parc yr Helyg, Birchgrove. The Swansea Council development follows the creation of 18 homes at Colliers Way, Penderry, which were completed in 2018. A further 18 homes are set to be developed at Colliers Way Phase 2 later this year. A ground-breaking event for the Birchgrove development was attended by Julie James, the Welsh Government's Minister for Housing and Local Government. The project will be delivered directly by the council's Building Services team to ensure that locally-based jobs and apprenticeships benefit from the scheme.

Rob Stewart, Leader of Swansea Council, said: *"The Council is committed to much-needed council house building for the first time in a generation. The new homes will be available for affordable rent and will have adaptability built in so older tenants or those with disabilities will be able to have the property tweaked for their needs."* Andrea Lewis, Swansea Council's Cabinet Member for Home and Energy added: *"Around 150 new council homes are set for construction at a cost of £22.8m from now until 2022 under Swansea Council's ambitious house building schemes. All the properties will be built to a new Swansea Standard level of energy-efficiency to help new tenants keep fuel bills down. The IHP funding enables the Swansea Standard specification to be combined with the latest technology to develop the homes as Homes as Power Stations. The homes will be fitted with integrated solar roofs and battery storage. This will be combined with ground source heat pumps, SMART meter home energy displays and apps that tenants can use to monitor energy use and battery performance. These homes will provide a test bed for rolling out the Homes as Power Stations (HAPS) concept and working towards delivery of energy positive homes at scale."*

The HAPS programme aims to deliver these smart, low carbon, energy efficient homes through a coordinated approach across the region, ultimately leading to a reduction in fuel poverty and its impact on health and wellbeing and contributing to carbon emission reduction targets and alleviating the housing shortage. The aim is also to expand the supply chain for specialist elements, and promote local supply chains and growth in the local economy through employment. As well as the projects planned for Parc yr Helyg and Colliers Way, further preparatory work is planned by the council for house-building earmarked for Hill View Crescent and Beacons View Road in Clase, alongside a new Welsh medium primary school. There are also proposals for building in future years in Bonymaen, Surlage, West Cross and Clase. The new homes initiative comes as Swansea Council continues its work on upgrading its entire 13,500 council housing stock to the Wales Housing Quality Standard by next year. In the past five years more than 6,200 properties have had new kitchens and a similar number have had new bathrooms.

Prevent homelessness and support people to maintain their tenancies

- Cabinet approved a new Homeless Strategy and Action Plan 2018-22 in November 2018. The purpose of the strategy is to set out the guiding principles for the development and delivery of homelessness services in Swansea over the next four years. It aims to ensure that the services and support in place for those at risk of, or are experiencing homelessness, are as effective and accessible as possible. The Strategy and the accompanying Action Plan have been developed in response to the findings of the Homelessness Review 2017, which provided a comprehensive understanding of homelessness across Swansea.
- The Council has continued to provide a range of services to prevent homelessness and support people to maintain their tenancies. Housing Options is the Council's housing advice service, which provides free advice and information including: homelessness, access to temporary accommodation for qualifying households, applying for council housing, renting privately, debt/money advice, access to housing association accommodation and specialised accommodation for people with disabilities. The service identifies support needs and refers to the Tenancy Support Unit (TSU) to ensure vulnerable households are able to maintain their tenancies. The Homeless Service is provided by a team of homelessness officers, plus specialists in areas such as money advice, ex-offenders and refugees. Services for young people are provided through a collaborative partnership between the Council and Barnardo's who provide the service to young people aged 16 – 20 who are homeless or threatened with homelessness. In 2018/19, 75.45% of households threatened with homelessness were successfully prevented by the Council from becoming homeless, an improvement on 68.75% in 2017/18. In addition, the average number of days' homeless families with children spend time in Bed & Breakfast accommodation remained static at 1.5 days in 2018/19.
- Support is provided to households to maintain their tenancy via the TSU. The TSU delivers housing related support to vulnerable people living in Swansea funded by the Supporting People Programme Grant. The TSU in-house team provide a central referral and assessment gateway for the vast majority of floating support services in Swansea. Partner agencies provide support to specific client groups such as young people, older people, domestic abuse, mental health, families and single people. The TSU is also the Council's in-house support provider and provides a floating support service to all residents including tenants of Registered Social Landlord (housing associations), local authority or private landlords and owner occupiers. Throughout 2018/19 the TSU supported 86% (85.75%) to manage and sustain their tenancies, which minimises possession actions and evictions. 88% (87.5%) of people supported by the TSU who were threatened with homelessness had their homelessness prevented.

Case Study 3: Free trainers and shoes offered to homeless at Christmas Brangwyn event

Dozens of pairs of shoes and trainers confiscated during trading standards raids are being offered to the homeless in Swansea. Swansea Council's Trading Standards Team has previously carried out a series of operations which led to the seizure of more than £1 million of counterfeit goods, including clothes, footwear and perfume. Now the cases have concluded, the team has taken the opportunity to pass on some of the items to good causes instead of destroying them. It meant dozens of trainers were given to homeless people attending a special free Christmas event taking place in Swansea's Brangwyn Hall. The Council is supporting the annual event which has been organised by JR Events and Catering. Mark Thomas, Cabinet Member for Environment and Infrastructure Management said: *"We often get asked what happens to counterfeit items that our Trading Standards have seized during their activities. Where possible, we work with local charities or take advantage of events such as the one taking place in the Brangwyn Hall. Items of clothing will have the counterfeit branding*

removed and we can then pass them on to those in need instead of them being destroyed. It's a fantastic way for us to help pass on useful items to those very much in need."

Andrea Lewis Cabinet Member for Homes and Energy, said: *"We're delighted to support this important event. It's not just about helping the homeless and rough sleepers - It's about people who are vulnerable, people who are lonely and isolated at Christmas time. This event reflects exactly what the title of it is this year - together at Christmas."*

Along with the free footwear, other local charities attended the event and handed out items of clothing which had been donated for the event. It also included a free, two-course Christmas dinner for people in Swansea who are vulnerable, feel isolated or may be homeless. The three-hour lunchtime event also featured a Christmas party experience, including a festive tree, crackers, live music and singers. Free services at the event, courtesy of local businesses, included a hairdresser and information points on housing support. Information about employment schemes and welfare and benefits advice were available. Swansea Council organised free transport to and from the event, with a staffed area set up outside the Brangwyn Hall for people's dogs to enjoy festive treats.

Explore developing an Energy venture

- The Council have continued to explore establishing an energy company to manage the new energy generating facilities across the authority and to ensure the taxpayers of Swansea receive the benefits of income from energy generated. The Council's approach to energy is now linked with emerging Tidal Lagoon project – Dragon Island. A report was commissioned by a Swansea Bay City Region task force set up to explore options to deliver the tidal lagoon following the UK Government's decision not to proceed with previous proposals in June 2018. The report follows the publication of a Prior Information Notice (PIN) to test whether companies were interested in helping to deliver the re-imagined project. Eleven companies expressed interest, including several major global corporate companies, which has supported the recommendations of the latest proposals. The proposal would generate a combination of marine, solar and hydrogen energy and although located on the footprint of the previous proposal turned down by central Government, it would not need central government financial support. It would include a floating community of up to 10,000 homes, with the potential to make savings of up to 30% on previous estimates of capital cost and the potential for public procurement arrangements, which could see public sector organisations buying electricity directly from the energy island. Further project research and financial analysis is required but construction could start in 2021 with final completion by the end of 2026.

Case Study 4: Fuel poverty campaigners and businesses alike back Swansea energy survey

A UK-wide campaign which fights to protect vulnerable people living in cold homes has praised a new Swansea Council proposal. Members of Fuel Poverty Action say the council's idea to set up a not-for-profit energy firm could help many people. Fuel Poverty Action is a grassroots campaign fighting high fuel bills, cold homes and climate crisis. Ruth London, of Fuel Poverty Action, said: *"We're really glad to see this development in Swansea. All such local initiatives have to operate within the constraints of a wholesale market and national grid that are dominated by profiteering fossil fuel dinosaurs. However, municipal energy companies can still make the supply to households more accountable, fairer and hopefully cheaper. Along with a shift to renewable energy and better insulated homes, this has to be a move in the right direction."* The council is proposing a pioneering solution to cut household and business energy bills across the city. It would see the creation of a people-friendly not-for-profit energy services company based in the city. Local residents and

organisations would be its key focus. The socially responsible enterprise would help address the challenge of high gas and electric charges faced by Swansea residents and the difficulty faced by local businesses securing good energy deals. The company would be set up and wholly owned by the council as an arm's length enterprise at no cost to the taxpayer. It would be the first such council enterprise in Wales although a small number exist in England.

Business bosses across Swansea have also praised the proposal. David Bellis, chief executive officer of The Millennium Group and director of Refining Dining Co, said: *"As a local business owner in the hospitality sector, this is particularly appealing. Energy bills are one of our highest overheads, with very little room for negotiation. I welcome this proposed solution by Swansea Council to reduce costs for residents and businesses. With the Big Six dominating the energy market, we must make a stand to illustrate our discontent at the way we are treated as consumers by way of their tariffs and customer service. By simply demonstrating a united consensus that we see the necessity for a new model, as proposed by the council, I am confident this will instigate change. I will most certainly be promoting this short survey amongst my networks to gather support and momentum."*

Cllr Andrea Lewis, the council's cabinet member for homes and energy, said: *"I warmly welcome the endorsement from Fuel Poverty Action and the positive response of local businesses. A not-for-profit arm's length energy company owned by the council could make a significant difference to the gas and electricity bills for families and businesses across Swansea, offering a cheaper and potentially greener alternative."*

Arbed and energy efficiency measures in social housing

- The Council continues to improve properties to tackle fuel poverty and improve the wellbeing of individuals through forums such as Swansea Environmental Forum & Low Carbon Swansea and by submitting appropriate Arbed bids when invited. Energy efficiency measures were incorporated into the Sandfields Housing Renewal Area Scheme, a 5-year programme of private sector housing improvements with elevated levels of social deprivation, poor housing conditions and high levels of fuel poverty. A bid for Arbed arm byth funding for the Sandfields area was successful: 49 properties received a variety of 268 energy efficiency measures that included boiler replacements, radiator systems renewal, loft insulation top ups, solar panel system and carbon monoxide detectors.
- In addition, the Council continued to improve its Council housing stock through enveloping, boiler replacement, heating controls, loft insulation in order to contribute towards tackling fuel poverty and improving the environment. The Council continues to fund private sector housing improvements through the provision of housing repair loans for elderly, disabled and low income households to remove hazards and carry out thermal improvements.

Support individuals to overcome barriers to employment.

- The Council has continued to support individuals to overcome barriers to employment by providing individually tailored support delivered through multiple funding streams including *Communities for Work, Communities for Work Plus* and *Cam Nessa*.
- *Swansea Working* is the overarching employability approach of Swansea Council and our key partners. The aim of the approach is to simplify access to support for local people of working age who are out of work or 'poor employed', giving them one place to call and support tailored to their individual needs. The approach 'hides the wiring' of multiple funding streams and

approaches, including *Cam Nesa* and *Communities for Work* above. *Swansea Working* makes it easy to get in touch and enables employability support for those who need it, when and where they need it in Swansea.

- *Swansea Working* has delivered 39 training courses/upskilling opportunities. Programmes within *Swansea Working* have provided close to 400 vacancies in the hidden job market for participants to access. Sector specific, participant engagement, information events and discovery events have taken place producing over 150 referrals into employability programmes. Over 20 new partnerships have been developed in addition to many existing partnerships to support citizens in numerous aspects of employability support. 1325 referrals were received through the *Swansea Working* referral system from May 2018 to March 2019. This resulted in over 450 job outcomes, over 370 achieving accredited training and over 220 participants from 14 partners accessing sector specific training through *Swansea Working* until the end of March 2019. The extent of collaborative working is evidenced by the fact 38 partners receive referrals or refer into the system.

Case Study 5: Event to help people seeking new employment

An event aimed at helping people to find new employment took place in Swansea. It showcased the many forms of support available to people of all ages looking for work, whether first-time jobseekers or those looking for a new challenge or a step up. *Swansea Working*, an employability service run by Swansea Council and its partners, organised the event at the YMCA on The Kingsway on Tuesday January 22. Members of the public could drop in anytime to find out more about how the service works and all the opportunities that are available. There was information about current vacancies, training and benefits. A large number of employment related services and training providers were among the partners attending. Cllr Mary Sherwood, Swansea Council's joint Cabinet Member for Better Communities, said: *"Swansea Working can help people find new jobs, better jobs, or training. The service also aims to remove the barriers that keep many people stuck in unemployment or low-paid work. Childcare and transport are the most common problems, and the team is here to help. Among the services available are personalised employment action plans, training, help with CV development, help with interview skills and support with job applications as well as work experience placements, apprenticeships and in-work support. The Swansea Working team has already had many successes in helping people into work and training in a variety of sectors. They are friendly, supportive professionals keen to find solutions to any difficulties people have when job-seeking."*

Art, culture and heritage opportunities to boost skills, confidence, self-esteem and aspiration.

- The Council have continued to offer learning programmes with schools and low cost / free extra-curricular family focused work in community facilities and at arts and museum venues. Our learning programmes have continued in 2018/2019 with activities for key targeted and core community groups and individuals working with a network of organisations that target those living within areas of deprivation, through the Swansea Creative Learning Partnership and with Fusion funded post of Community Cultural Coordinator. Our targeted programmes and resources for 2018/2019 included:
 - Art Babas Pre-school & Early years children aged 0 to 3 and families.
 - Young Art Force Young NEETS (not in education, employment to training), Home schooled and cared for children aged 11 -16 offering Arts Award accreditation.
 - Wednesday Adult Workshops (55+) Regular art classes for older and isolated people.

- Welcome group - Refugee's and Asylum Seekers working in consultation with Swansea City of Sanctuary and Swansea Voluntary Service to provide opportunities for practical art sessions and volunteering.
 - Alternative Art School Adults with additional and special needs in partnership with Swansea Day Service centres.
 - RNIB art class Monthly art classes for adults with visual impairments.
 - Glynn Vivian at Night In February 2019 we worked with Swansea Pride to celebrate LGBT+ History month with a late night Gallery opening featuring performance, music, talks and workshops to bring our audiences together.
 - Pride Workshops - Family Fun Days Holiday workshops to make banners, placards and flags for Swansea Pride 2019.
 - Pride Parade Glynn Vivian Staff and participants took part in the Pride Parade 2019. The Gallery also had a stall at the event in the National Waterfront Museum – shared with Swansea Museum.
 - Gwanwyn Festival Worked with Gwanwyn Festival on an intergenerational/ cross community Festival day – to celebrate creativity in older age.
 - Sensory Art Backpacks Our Gallery trails and backpacks include sensory toys and resources for visitors with autism to engage with the exhibitions and collections.
 - Family Film Club Autism friendly film screenings took place throughout the year every Sunday and holiday.
 - Training with Engage Cymru Dementia Awareness training for Arts professionals, Dementia audit for the Gallery.
 - Additional film screening Ad hoc screenings for BAME women, LGBTQ+, adults and young people.
- Work has also been undertaken with unemployed young people and adults – Animation with the Glynn Vivian Film Making with local film maker in partnership with Adult Learning Wales. Future plans include developing further an employability network and links with internal and external providers to continue to increase numbers entering sustainable employment. In addition, future plans include ensuring that referral routes are clear and easy to understand by end users and practitioners.

Case Study 6: Libraries backing period poverty campaign

Council libraries and other public buildings in Swansea are getting ready to support a new group that is tackling period poverty. Swansea Takes On Period Poverty (STOPP) set up a network of collection points where women and girls who are unable to afford or access menstrual products can get hold of them for free. The collection points also host "Donation Stations" where people will be able to donate products and support the work of STOPP. Volunteers will redistribute the donated products to various venues and groups that need them such as Swansea Women's Aid and the foodbanks in Swansea. Cllr Louise Gibbard, Swansea Council's Champion for Women, said: *"There have been a lot of stories in the media recently about period poverty where women and girls cannot access menstrual products due to financial, cultural or other constraints. National figures suggest it affects one in four women and girls at some point in their lives and although we don't have figures for Swansea it would just be silly if we thought it was not an issue here. Plus it's also about dignity, anyone can get caught out. Free period products should be the norm. I am very pleased that our libraries, along with other city venues including the Glynn Vivian Gallery, Dylan Thomas Centre and Swansea Museum, will have free products available in their toilets. Soon many community centres will be joining in too. Our libraries will also be taking public donations and would welcome support as this is something that causes embarrassment and isolation."*

Promoting cohesive and inclusive communities in Swansea.

- We have continued to implement the Welsh Government Community Cohesion programme during 2018-19 to: break down barriers to inclusion and integration; support migrants, refugees and asylum seekers and host communities during the integration process, and; tackle discrimination, hostility, tensions and extremism.
- Work has been undertaken to engage Councillors, multi-agency staff, volunteers and individuals in countering negative messaging concerning sections of our community. Myth busting information has been developed and shared to help counter misconceptions. In addition, we have enabled groups to come together, such as the Inter-faith Group. We have supported community events, such as Swansea University's the Bigger Picture Festival and the annual Eid in the Park event.
- Our Community Cohesion delivery plan has also incorporated a number new of activities to identify and mitigate any community tensions related to Brexit. We have established a Brexit Steering Group in order to understand the implications of Brexit for the Council and to ensure that we mitigate risks and are effectively prepared for developments, including community issues. Work has included gathering information about perceptions of community safety, hate crime and Brexit from an on-line survey.
- Community cohesion work to support Gypsy Travellers, Refugees and Asylum Seekers, Modern Day Slavery and Hate Crime has continued. We are continuing to participate in the Home Office's Dovetail pilot. The Local Authority Channel Coordinator monitors Counter Terrorism and radicalisation cases and a number of multi-agency interventions are in place. Work has been undertaken to embed the Anti-Slavery Wales Victim Response pathway into the Ethical Care Charter for procurement and we are currently developing a policy statement. Swansea Social Services Strategic Working Group has developed an internal referral pathway for Modern Day Slavery and training on Modern Day Slavery has been delivered to over 100 people, including the development of a 'Train the Trainer' session. Information sessions on Refugees and Asylum Seekers have been held with Housing, Social Services and Communities for Work staff. Future training is imminently planned for Team Around the Family and Local Area Coordinators.

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

- *A Prosperous Wales* - Maximizing benefit take up and entitlement and providing a single gateway to employment support.
- *A Resilient Wales* - Build more energy efficient Council homes and affordable housing to meet housing need, reduce fuel bills, regenerate estates and bring wide environmental, economic and employment benefits.
- *A Healthier Wales* - Providing free or low cost art, cultural and heritage events at targeted communities through a wide range of talks, workshops and activities aiming to address health and wellbeing.
- *A more Equal Wales* - Creating employment and training opportunities for the long-term unemployed and economically inactive through community benefit clauses in Council contracts.
- *A Wales of Cohesive Communities* - Implementing the Community Cohesion Delivery Plan to promote cohesive and inclusive communities in Swansea.
- *A Wales of vibrant culture and thriving Welsh language* - Helping Swansea's poorest communities tackle poverty by accessing arts, culture and heritage in order to boost skills, confidence, self-esteem and aspiration.

- *A globally responsible Wales* - Measures contributing to tackling climate change including energy efficiency measures in housing and building more energy efficient Council housing.

6. Lessons Learnt and areas for development

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

Poverty Strategy

- Sustained and focused work is required to ensure a one-Council approach to tackling poverty and cross- departmental recognition to the approach that tackling poverty is 'everybody's business. In addition, the links between the Tacking Poverty strategy, economic development and the opportunities offered by the Swansea Bay City Deal needs to be strengthened.

Ensure that young people are able to access employment, education or training after reaching 16 years of age

- Cuts in Welsh Government post-16 funding and uncertainty around the replacement of European funding continues to undermine the future sustainability of the breadth of 'offer' to learners. In addition, more individually tailored support is required to address the needs a core group of NEETS with complex needs.

Welfare Rights

- Research has shown that recent changes in welfare policy will result in increasing number of households being adversely affected by the cumulative impact of welfare reform and at risk of financial hardship. The Council must continue to develop its internal data sharing policies and those with its partners in order to proactively support household at risk at an early stage and to prevent problems from escalating.

Energy efficient Council homes

- Lessons learnt from the first Passivhaus pilot project at Colliers Way have informed the development of the new Swansea Standard energy efficient homes. The Swansea Standard can also be combined with additional renewable technology such as solar roofs and battery storage to further reduce fuel energy costs for residents.

Preventing Homelessness

- A new Homeless Strategy and Action Plan 2018-22 was published in November 2018. Key challenges remain in terms of meeting all priority needs - including gaps in provision - within the current level of resources. Sustained cross departmental working and work with external partners is needed in order to support households with debts and rent arrears at an early stage, in order to prevent evictions and problems from escalating.

Energy Venture

- The Council have outlined an ambitious and innovative approach to energy ventures within the plan for Dragon Island. Strong Political Leadership and buy-in from Welsh Government and the private sector is required to implement the proposals.

Support individuals to overcome their barriers to employment.

- Swansea Working provides a single gateway to training and employment. Engagement with those furthest away from the labour market remains a challenge and further work is needed to remove barriers to employment such as the provision of sufficient childcare at days and times which meet the requirements of the training and/or employment and the needs of individual families.

Providing art, culture and heritage opportunities in order to boost skills, confidence, self-esteem and aspiration

- The Council have developed new ways of working and models of delivery with the private sector and the community in order to improve and sustain leisure opportunities. Challenges remain in terms of sustaining the breadth and quality of offering within the current budget constraints. However, the Council and its partners have delivered a varied, diverse and high quality series of programmes, projects and events over the year and will endeavour to use the opportunities to promote well-being particularly with vulnerable and/or disadvantaged groups.

1. Why this is a Well-being Objective

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

2. The steps we said that we would 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 Representatives 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 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.

3. What success will look like

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

4. Progress taking steps to meet this Well-being Objective – what worked

Sustainable Swansea – Fit for the Future

- The Council have continued to implement its transformation and change programme *Sustainable Swansea – Fit for the Future* Council during 2018/19. Since the Programme's creation four years ago, approximately £70 million has been achieved through Transformation and other cost reduction projects. Good progress has been made delivering the programme. Out of the 17 commissioning reviews which have been undertaken, 15 are being implemented, 1 review is still underway and 1 has been adjusted for new statutory legislation. A series of cross-cutting reviews are also currently underway and now in their second year of delivery.
- Some of the key outcomes and impact of the programme have included the development of new models and ways of working, increased efficiency, reduced duplication and increased collaboration. The programme has resulted in a reduction in Business Support functions by removing duplication and streamlining processes across all Directorates (estimated to have saved the Council £3.6m). The programme has also driven the delivery of new digital tools and the rollout of Skype for Business, which has underpinned the agile working programme and enabled staff and Councillors to use instant messaging, internet voice calls, video conferencing and virtual meetings. The Council's 'digital first' approach has been explored in the delivery of the MyClydach pilot, lessons from which are informing the Services in the Community strategy to rationalise community buildings and frontline services by enabling the digital strategy.
- The programme has also enabled the development of commercial opportunities within Civic buildings and generated additional income by increasing fees and charges in line with other Local Authorities and enabled new ways of working with the private sector and people in the community. For example, during 2018-19 a new model of service delivery for Leisure services in partnership Freedom Leisure was agreed. A new commercial cleaning services pilot for vulnerable adults in their own homes was also launched, building on partnership working with the third sector such as the Red Cross and Age Cymru.
- A Re-shaping Board has recently been established to monitor and challenge progress and to ensure it is aligned to the Council's Medium Term Financial Plan. The four priority areas for the next phase of the programme are: transforming the Council; enabling new ways of working through technology; ensuring that the Council and its workforce are fit for the future, and; growing Swansea through capital investment.

Case Study 1: Council starts 20-year contract with new leisure partner

The Council appointed Freedom Leisure as the preferred bidder to operate our Leisure Centres for the next 20 years. The decision to create the partnership with Freedom Leisure was the culmination of a three-year commissioning review of council-owned and operated leisure and recreation facilities and services. Over the course of the review the Council considered a number of options. During the process there was on-going consultation with staff, unions, customers and interested organisations. At the same time, the LC contract was due for renewal. Freedom Leisure was selected through a rigorous competitive tender process and has agreed a 20-year partnership with the council and has a proven track record of working for other local authorities, including Powys County Council and Wrexham County Borough Council. Freedom Leisure operate as a not for profit company with charitable status, which invests surplus funds back into the business. Their winning 'bid' included investment of £5m pounds to upgrade facilities and equipment, alongside addressing £1.5m of backlog maintenance which is currently underway and which will be continuously improved over the contract term.

Organisational Development Strategy

- The Council has maintained and improved upon the delivery of strategic Human Resources and Organisational Development services within a new operating model and reduced resources. The Service has led the successful recruitment of senior management appointments. It is implementing a programme for the review and delivery of Human Resources policies. A pay award was delivered for 2019/20 and a new Employee Benefits Programme has been developed and introduced.
- The Council's Organisational Development Strategy is a key component of the Sustainable Swansea – Fit for the Future programme to ensure that the Council has a workforce with the right skills for the future Council. The strategy incorporates a 'digital first' approach, which aims to ensure that both the workforce and residents have the skills and confidence to access channels through new technology (whilst also ensuring that traditional channels remain for the most vulnerable) and ensuring that the workforce have the rights values and behaviour required for the future Council.
- The Council are also continuing to eliminate the use of exclusivity in zero hour contracts within the Authority. Currently there are no zero hour contracts in place within Swansea Council; however further work is underway in relation to commissioning services and tendering contracts in order to eliminate zero hour contracts in the supply chain.

Equality Representatives

- In order to ensure greater integration of Equalities in core Council business and service delivery, departments now play a much greater role in ensuring the Council meets its duties under the Equality Act. A network of Equality representatives from departments across the Council has been established in order to support and build capacity to integrate work on Equalities. The purpose of this group is to raise awareness of the needs and views of people with protected characteristics within the Council through their service areas and departments.
- The group acts to identify any equality issues and supports the completion of Equality Impact Assessments (EIAs). Some members of the group have received equality and diversity training, specific disability awareness training and information on GDPR in relation to equality monitoring.

The group have also met with representatives from an organisation that supports adults with learning disabilities to discuss how to produce Council documents in an Easy Read Format. Swansea Public Service Board, supported by Swansea Council, has procured training for staff and key partners on how to produce Easy Read and Plain English versions of documents and reports in January 2019.

Sustainable procurement to secure local economic and community benefits

- During 2018/19 a large number and range of contracts have been tendered by the Council. During 2018-19 community benefit clauses have been incorporated in work related to the Swansea Bay City Deal, the Targeted Regeneration Investment programme, the Hafod Morfa Copperworks, 21st century schools and many other capital projects. Community benefit clauses have also been incorporated within services commissioned by the Council such as Social care and Housing. Since the inception of the Council's key programme for securing community benefits in relation to training employment (Beyond Bricks and Mortar) over 10 years ago, the Council have let over 190 contracts with community benefits and secured more than 150,000 training weeks.
- During 2018-19, the Council also adopted the Welsh Government initiative and Code of practice: Ethical employment in supply chains (working in partnership with Trade Union colleagues) aiming to tackle social issues in procurement and supply chains, such as eradicating modern slavery. The Council's Transformation and Future Council Policy Development committee also explored barriers to local suppliers securing Council contracts and informed subsequent changes to the Council's contract procedure rules in order to tackle some of these barriers.

Continue to embed a "Digital First" strategy

- The Council have continued to roll out its Digital First approach. During 2018/19 the Council developed a Digital Inclusion Strategy and was accredited with a Public Service Network certification and Cyber Essentials Plus 'silver' award. Over 100 ICT projects have been under development during 2018/19. Key outcomes and impact have included the digital roll out of Office 365 tools to support agile working and the delivery of a new Customer Relationship Management system. The council have also developed a secure website for free childcare, a digital application to support the Fleet Wheel Service and a digital application for Recycling.
- The Council's core ICT infrastructure has been improved and increased. The implementation of new digital systems in services has improved processes and reduced licence costs, e.g. for checking and validating care home invoices. We are working regionally and pan-Wales in to implement the Schools Investment Grant for Digital and the all-Wales integrated social care and health system.
- The Council's Web Team have helped to promote equality campaigns across the council, including Hate Crime Awareness Week, the Community Cohesion programme and the first Swansea Learning Festival. The Council's Web Team have also developed pages for Swansea's Local Well-being Plan and have continued to work with Communications and Trading Standards to raise awareness to staff and Swansea residents about the dangers of scams. Information and regular updates from the Information Security Officer is provided for staff on how to protect their own data and those of our service users both online and offline.

Promoting digital inclusion

- During 2018/19, the Council have promoted free computer and tablet courses for beginners in Swansea, which were delivered by Lifelong Learning tutors. The courses have provided a basic introduction to using a device and accessing the internet and provides information on how to keep personal and financial data safe. An important part of the course is teaching attendees how to access money saving deals that are only available online; for example switching energy provider, which supports the Council's anti-poverty agenda. During 2018/19, there were 454 course attendees, exceeding the target of 440. At present the risk of digital exclusion in Swansea is considered to be low.

Case Study 2: Free courses helped people make the most of Christmas internet gadgets

People who have received gadgets like android tablets, iPads and PCs for Christmas but need a little help in learning how to make the most of them joined one of the free courses run by Swansea Council. During 2018 hundreds of novices took the plunge and discovered the benefits of the internet for the first time with help from free Get Swansea Online courses. Although the internet is a part of everyday life for most Swansea residents, thousands are still not online and are missing out on everything from cheap holiday deals to staying in touch with friends and family. Each course is completely free of charge and lasts for five sessions. Feedback from sessions so far show that well over 90% of participants intend to use the internet to access and develop hobbies and interests, keep in touch with friends and family, and access council services, with many more keen to use their new found skills to take advantage of online savings. Elaine Connors, who had completed a course, said the course had proved very useful, as when she started she had not touched a tablet but she was now confidently exploring its capabilities. Pamela Mackenzie added: *"I would recommend that anyone new to tablets attended one of these courses as soon as possible rather than muddle through and not reap the full benefits available."*

Exploring opportunities to collaborate with others to save costs and improve services to citizens.

- The Council have continued to collaborate with other local authorities and partners and have played an active role in regional collaborations for Education (ERW), Health and Social Care (West Glamorgan Health and Social Care Partnership) and Economic Development (Swansea Bay City Deal). In addition, the Council have worked with the Welsh Local Government Association and other local authorities to provide a compendium of existing shared services across Wales and inform discussions about the future of Local Government Reform in Wales. The Council are continuing to explore options for sharing back office services, including legal and financial services.

Collaborative and partnership working with the third and private sectors

- The Council's Compact with the third sector was successfully launched during 2018/19. The Swansea Compact Fund is a single year open funding round to enable the transition from the Swansea Change Fund to a commissioned funding programme, with a small open round open to all Third Sector groups. The funding is not related to the previous Change Fund – although some of the applicants have previously been supported by the fund, all groups have been made aware during the last three years that the Change fund will end and have had sufficient time to plan exit strategies. Work is beginning on forming the Third Sector Liaison Group, which will take forward discussions relating to initial topics for focus, funding and contracts.

Community ownership of assets and services to ensure long-term sustainability.

- Currently there are 29 active Friends Groups in Swansea. During 2018/19, 11 new groups were established. The council has produced an information pack to help the new groups and a memorandum of understanding developed to help with funding applications. In addition, there are currently there are 38 Community Centres with voluntary management committees, 19 self-managed football pitches and 16 bowling greens. Future activity includes the asset transfer of Coedgwyllim Park to a partnership model of Community Council/Friends group and two new community centre models, Parc Y Werin & Discovery Centre and Brynmill Park. Although good progress has been made working with communities and enabling greater ownership of assets and services, challenges still persist in terms of staff resources, quality support and guidance for the newly established community groups.

Case Study 3: Volunteers secure £100k for exciting plans at City Park

Dedicated local volunteers who give up their time for free to enhance a park in Swansea have secured almost £100k to provide new facilities and make improvements. The Friends of Primrose Park has successfully applied to WREN for funding for a multi-use game area including an all-weather sports surface, a walking and exercise trail, a double cableway zip slide and landscaping improvements. The new facilities will provide activities for people of all ages from Llansamlet and help the Friends continue to grow the number of visitors to the park. The community group, which was set up by local residents two years ago, has led the way in establishing a partnership with Swansea Council to benefit the park. Thanks to the volunteers the park already has a new fit for purpose children's play area that has replaced the old dilapidated one, a raised bed sensory garden and family picnic area, plus new displays of flowers and shrubs where previously there were none. The Friends group has conducted a survey, met with residents and held a public meeting to find out what people would like to see next. After securing some match funding from the local ward members from Swansea Council they then applied to WREN, who administer the FCC Community Action Fund to benefit projects through the Landfill Communities Fund.

Adil Pirmohamed, from The Friends of Primrose Park, said: *"We are delighted our bid for funding has been successful and are very grateful to WREN, our local ward councillors who have been instrumental in this success and Swansea Council who have supported our application."*

Cllr Mark Thomas, Swansea Council's Cabinet Member for Environment Services, paid tribute to the volunteers. He added: *"Friends groups are playing a vital role in developing and improving community facilities across Swansea and those who give up their time at Primrose Park are an inspiration. I would also congratulate the ward members for supporting this project with their ward allowances. This project will have a huge impact on the local community."*

Community budgets and local priorities.

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

Public engagement in local democracy and Council decision making

- The Council are continuing to modernise public engagement in local democracy. During 2018/19 almost half of all scrutiny meetings have included public observers and a third of meetings have generated media coverage. The webcasting trial is well under way and minor issues are addressed as they emerge. Unfortunately eVoting is on hold due to difficulties with the listed Council Chamber and cost constraints. ePetitions may be introduced as part of the Welsh Governments forthcoming Democracy Bill and the Council has asked its software provider to be ready for this should it be introduced.

Strengthening Welsh and language services.

- The Welsh Translation Unit and Complaints have been exploring new ways of working and partnership approaches to meeting a challenging volume of work. The Council have published its third Welsh Language Annual Report, outlining the good progress which has been made in continuing to implement the Welsh Language standards. The Council continues to provide and signpost Welsh language training to staff from basic on-line courses to more advanced accredited courses. In addition the Council continues to record Welsh language skills of staff and maintain a directory of staff across all service areas who are fluent in Welsh and are able to support the delivery of services through the medium of Welsh. The Council have also continued to promote the use of the Welsh Language and support learners by establishing designated areas of the Civic Centre and the Guildhall for Welsh speakers to practice their conversation skills and gain confidence in using the language in a business environment.

Co-production.

- The development of a Corporate Co-Production Strategic Framework is underway following a workshop from the Council's Transformation and Future Council Policy Development committee. The Corporate Co-Production Strategic Framework will be aligned with the Council's Consultation and Engagement Strategy, which is currently under revision. Adult Services have adopted a co-productive approach to the review and design of new service models including Adults with Learning Disabilities and Direct Payments.

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

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

6. Lessons learnt and areas for development

Sustainable Swansea – Fit for the Future Council

- Good progress has been made delivering the programme, with the Commissioning Reviews in particular delivering step change and new ways of working across Council services. However, challenges still remain in terms of implementing the radical changes in the way the Council does business, cultural change and realising all of the savings proposals within the context of the Council's wider Medium Term Financial Plan.

Organisational Development Strategy

- The Council's Organisational Development Strategy has been designed to ensure that the Council has a workforce that is fit for the future. The strategy is an essential part the Council's transformation and change programme. Challenges exist in terms on ensuring that there is sufficient resources and capacity to support formal training and e-learning and a change in culture to ensure that both staff and residents are equipped with the right skills and values for the Future Council.

Continue to embed a "Digital First" strategy

- The Council is continuing to roll out its Digital First strategy which has enabled new ways of working and models of service delivery. However, the Council must continue to ensure that services are accessible for all and provide training, support and alternative means of accessing services to vulnerable people who require additional support to access services and/or have more complex needs.

Exploring opportunities to collaborate with others to save costs and improve services to citizens.

- The Council is continuing to collaborate with others to improve efficiency, reduce costs and improve services. However, the different regional geographical footprints and ongoing developments in relation to local government re-organisation are still a challenge in terms of ensuring that developments are sustainable in the long term.

Community ownership of assets and services to ensure long-term sustainability.

- The Council has made good progress in supporting community groups to run some community assets and services. However, the increase in the number of groups and the level of support required from the Council, particularly with newly formed groups is challenging for the Council to sustain in the long term.

Public engagement in local democracy and Council decision making

- The Council have successfully trialled webcasting for some Council meetings. However, the wider role out of webcasting, electronic voting and e-petitions is dependent upon further funding and support from Welsh Government.

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

1. Why this is a Well-being Objective

- 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.
- The Council has a responsibility to maintain and enhance biodiversity across all its services, reduce its carbon footprint and improve knowledge and understanding of the natural environment, thus benefitting health and well-being
- 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.

2. The steps we said that we would 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.

3. What success will look like

- Swansea's outstanding natural assets are recognised as underpinning the health, well-being and success of its citizens. Knowledge and understanding of our natural environment and how we can maintain and enhance it is improved and applied. This helps citizens benefit from ecosystem services and the opportunities of a low carbon economy. Trees and other habitat are valued and supported. Biodiversity is maintained and enhanced, our carbon footprint is reduced and resources are used less and recycled more.

4. Progress taking steps to meet this Well-being Objective – what worked

As a new priority adopted mid-year in October 2018, success is measured not only via performance outputs delivered in 2018/19 but by the work undertaken and distance travelled to enable the Council to report on future success. The Corporate Plan states that formal reporting is to commence in 2019/20.

A Corporate Biodiversity Action Plan.

- The development of governance and frameworks to support the preparation of a three-year Corporate Biodiversity Action Plan to be adopted in December 2019 has begun. This plan will seek to halt the loss of biodiversity, promote healthy resilient ecosystems and strengthen green infrastructure to facilitate adaptation and mitigation for the impacts of climate change. It will ensure that our natural environment together with the benefits and services it provides are protected for the benefit of existing and future generations.
- A corporate Biodiversity Working Group has been established to coordinate, implement, monitor and review the three year Action Plan. This builds on the substantial work already

undertaken across the organisation to care for our environment and will enable all Council Services to be increasingly ambitious in the way they engage with our natural resources in future.

Green Infrastructure Strategy

- Green infrastructure includes all the green space, soil, vegetation and water that make our cities liveable. We have been developing a Green Infrastructure Strategy for Swansea Central city centre project which will create, connect and improve areas of green space making the city more biodiverse and resilient to the impacts of climate change and enhancing nature. Improving the multi-functionality and connectivity of urban green spaces helps improve the health and well-being of both people and wildlife. Greening the City Centre will also improve prosperity by encouraging visitors to stay longer and enjoy the city centre's offer.
- A Green Space Factor Toolkit is being developed which will help developers maximise the quality of their green impact; for example, by designing in green walls and green roofs. The tool is designed to measure permeability so can be used to help schemes meet new statutory Sustainable Drainage Systems (SuDS) standards.
- The vision and strategy is informed by the voices of City Centre residents and users, including those of the next generation. Several stakeholder involvement events and public consultation activities have taken place with our partners in the public, private and third sector. Over 600 face to face conversations were held with members of the public in the Swansea Central Area to develop the strategy's vision.
- Work has begun on a county wide green infrastructure strategy, which will be prepared in parallel with Green infrastructure Supplementary Planning Guidance (SPG) to maximise the maintenance and enhancement of Green Infrastructure through the planning process.
- Practical outcomes have also been delivered and several green infrastructure demonstration projects have taken place. These include urban tree planting schemes undertaken in partnership with Trees for Cities. Multi-functional Green Infrastructure enhancements include access improvements, tree planting and wildflowers displays undertaken at Brynmelyn Park, Mayhill Washing Ponds and land at Ysgubor Fach and Llangyfelach. Swansea Environmental Forum's Swansea Community Green Spaces project has continued to support communities to improve and manage local green spaces.

Council Tree Policy

- A Council Tree Policy is in the process of being drafted, which will set out how the Council will manage and maintain its own trees, protected trees and trees in private ownership. The aim of this tree policy is to: maintain and expand tree cover; raise awareness of the value of trees; ensure risks from trees are adequately managed; conserve trees of value and ensure that the Council meets its biodiversity duties in respect of trees. The Council has 900 woodlands and woodland groups that contain an estimated 250,000 trees and 38,000 individual trees mapped and surveyed in Parks, Schools, Cemeteries, Housing Land & Highways.
- Importantly, in addition to the compliance expected of Council services, the policy also raises awareness of the rights and responsibilities of the public and encouraging "ownership" of the planting and management of trees. The tree policy aligns with the Local Development Plan's policy to protect trees and encourage planting. It explicitly includes the planting of trees in the

creation of linkages between existing habitats and in the creation of 'Place' especially where new neighbourhoods are developed.

- In addition to providing a register of tree loss/gain on Council owned land, future work involves the mapping of suitable areas for tree planting on council land and the setting of targets for planting.

Urban Tree Cover Initiatives

- Approximately 18.8% of the County is covered by tree canopy compared to a national average of 16.8%. Tree canopy cover in the urban areas of Swansea is 19.8% (based on Natural Resources Wales figures). The Council has worked to improve enforcement procedures against wildlife crime and for illegal felling/felling of trees subject to a Tree Protection Order. It has also lobbied for greater penalties for illegal felling of trees.
- A substantial number of trees are likely to be felled over the next few years due to Ash Dieback – a disease that destroys ash trees and for which there is no cure. This means the planting of new trees becomes increasingly important. The Council works closely with partners such as Glastir and Coeden Fach, a local, not for profit nursery, where volunteers help nurture indigenous trees. It has also supported the planting of trees through partnerships working with Swansea Tree Forums, Coed Cymru the Woodland Trust, Trees for Cities and others.
- A green artery is being created in the City Centre with several green, tree lined spaces integrated within development plans for the city. The redevelopment of the Kingsway has seen the planting of the first of 170 new trees. They include alder, birch, cherry, lime, maples, flowering pears, snowy mespilus, katsura and Persian ironwood. The Kingsway programme is seeing around 50 existing trees retained - aided by the removal of some paving around trees in Orchard Street - and around 50 removed. Some of the timber from the felled trees is being donated to artists and social enterprises.
- All city centre planting will incorporate root protection to stop roots disrupting the pathways and roads that might otherwise result in trip hazards. Trees have been planted in specially designed tree pits with root containment systems so they mature without damaging underground infrastructure or pavements.
- Previous city centre tree planting projects such as the Boulevard and Westway have seen the Council introduce significantly more street trees and greenery than were previously present. This has created an attractive streetscene and is encouraging greater biodiversity.

Case Study 1: Case Study 2: Collaborative Biodiversity Project

Swansea Council and environmental group Swansea Trees are working together on a plan to boost the city's biodiversity in response to the building of the city's digital arena. The plan will help mitigate for removal of trees which stand on the existing LC car park where the arena and associated facilities such as a coastal parkland will soon be constructed. The structure of the new sustainable environmental programme has been created by Council officers with input from group members and UK charity The Woodland Trust with which the group is collaborating. Other interested parties will also be invited to influence the development and rollout of the programme. Swansea Trees recently accepted the Woodland Trust's 2018 Street Trees Community Action Award. This recognised how the group had protected and celebrated the trees on their city streets, educated the public about trees and increased their appreciation, as well as engaging with the Council to establish a positive working relationship. The Arena project includes creating new parkland, new green areas, planting hundreds

more trees and a huge re-greening of our city centre. This approach will increase and improve tree canopy levels in Swansea. It will also encourage more people to get involved in making Swansea the greenest city in Wales.

Mapping Ecosystem Services and Green Infrastructure Opportunities

- The Council has embarked on a collaborative project with Natural Resources Wales, Neath Port Talbot and Bridgend Councils and Public Health Wales to map existing green infrastructure resources and identify priority areas for improvement. Initial ecosystem mapping work has been funded by a Welsh Government Grant. This has enabled work to commence on a high level map of the County's existing ecosystem services and the identification of potential opportunities, deficiencies and constraints.
- A process of developing ecosystem services provision and biodiversity maps at a ward level to identify opportunities for enhancement has begun. The production of further 'Wild About Your Ward' maps will be undertaken with funding from Welsh Government's EnRAW scheme.
- Opportunities to benefit from the natural environment have included a formal application to the International Dark Sky Association (IDA) for Gower Area of Outstanding Natural Beauty to become a 'Dark Sky Community'. Grant funding has been secured through Natural Resources Wales and the Gower Society. The Council is also partnering on a research project with Swansea University relating to understanding the importance of greenspace for mental health.
- Swansea Council has been part of Welsh Government Working Group that led to the introduction of new Sustainable Drainage Systems (SuDS) in January 2019. Resilience planning particularly in relation to adverse weather and flooding is looking to support innovative green solutions working with Welsh Water, developers and the Council's Ecologist.

Biodiversity Audit of Our Corporate Assets and Effective Management

- A scheme of work is being planned to review all council assets in terms of biodiversity. Actions include a review of all Council owned Sites of Importance for Nature Conservation (SINCs), a survey of land identified for disposal, a review of grazing plans and an biodiversity and ecosystem services audit of all Council owned estates land.
- We continue to monitor and survey the Council's biodiversity resource to improve our evidence base and understanding of the benefits. Farm and business tenancy agreements are being updated to ensure the biodiversity value of land is recognised and safeguarded. Some Service areas have started to consider biodiversity opportunities each year as an integral part of delivery of capital investment priorities.

Enhancing Biodiversity and Improving Ecological Connectivity.

- The Local Biodiversity Action Plan is under review by the Local Nature Partnership and will become the Local Nature Recovery Action Plan. We are also working with Education to support schools to enhance their grounds for biodiversity. Services across the Council, such as housing and highways, are beginning to work collaboratively to identify pilot initiatives which connect nature. We involve and support the local community to participate in identifying and delivering initiatives that maintain and enhance the natural environment. The resilience of our natural environment is increased by restoring degraded habitats and through habitat creation and linkages. We are working in a joined-up way with partners, including councillors and businesses,

to develop a strategy to ensure ecological connectivity and to improve biodiversity. Practical examples include the creation of verge habitats and wildlife corridors by reducing and carefully timing verge cutting and by substantially increasing uncut areas.

Case Study 2: The Gower Hedgerow Hub

The Council has received a £40,000 grant from Natural Resources Wales which will be used to develop a 'Gower Hedgerow Hub'. The hub will include the Council and National Trust, along with the West Gower Ploughing and Hedge laying Society, landowners and farmers, looking at how to maintain hedgerows and keep them healthy. Organisations including the YMCA are also being included to help identify young people who could train as volunteers and pick up essential hedgerow management skills. Hedgerows serve a number of vital roles in rural areas - as well as providing natural boundaries between farms and other land, they also provide an essential network for animals and insects to travel and feed. Hedgerows are a very important feature of Gower and are absolutely crucial for supporting insect-life, birdlife and other wildlife that makes use of hedgerows as a means of getting about and finding food.

A Low Carbon Economy

- Investment has continued in the low carbon economy. We recognise the importance of procurement so have worked as members of a WLGA procurement group to help review Welsh Government's future strategy and policy for the public sector third party spend. In this forum, Swansea promotes policy development supporting low carbon products. All new procurement activity is analysed for environmental impact and environmental improvements are now sought in our specifications, ranging from the recycling of packaging to verifying environmental standards are not breached. Our emphasis on local procurement practices also assist in reducing carbon emissions.
- In January 2019, the City & County of Swansea Pension Fund became one of the first Pension Fund's in the UK to adopt an Environmental, Social & Governance policy. This commits the pension fund to reduce its already low exposure to carbon based fossil fuel investments by up to 50% over the next 4 years. In doing so, it accepts that investing in new green energy, infrastructure and socially responsible investments offers the best sustainable financial return for members of the pension fund over the long term.
- Alongside its carbon reduction programme in its listed equity portfolio, the fund also actively seeks to invest in energy-efficient infrastructure projects (renewables, solar, alternative fuels) and clean tech in other parts of its portfolio, always seeking to optimise its return, whilst having a positive environmental impact.
- Much of the progress made by Swansea in 2018/19 is recognised in the June Notice of Motion declaring a climate emergency. This celebrates many of the Council's achievements this year. Work has begun building new Council housing at Parc y Helig to a super-energy-efficient "Swansea Standard" that will enable all components to be procured locally and reducing emissions using solar battery storage and air source heat pumps. Retrofitting measures were trialled on existing housing stock at Craig Cefn Parc. Hundreds of Council house residents will benefit from measures to improve energy efficient and lower carbon emissions.
- The Council took delivery of 40 electric Peugeot vans in May 2018, which are being used for a range of services carried out in the city. The new fleet is in addition to ten electric pool-cars

which the Council purchased previously. Green Fleet management focuses on environmentally friendly vehicle specification, selection, use and fuel choices. A 'Green Fleet Policy' has been adopted by the Council that formalises this approach and sets targets for future improvements.

- Consultation and research has been undertaken to explore the development of a not-for-profit energy company owned by Swansea Council. This has been linked with further support for the private sector development of a tidal lagoon or alternative.
- We have continued to deliver on our carbon reduction policy having achieved a 42% reduction in emissions since our baseline year. The Swansea Local Development Plan adopted in February 2019 includes a climate change policy (ER1) which seeks to ensure development proposals mitigate against the effects of climate change. This includes reducing carbon emissions by means of controlling the energy demand associated with development through maximising energy efficiency and incorporating sustainable sources of energy without reliance on fossil fuel.

Case Study 3: Energy Island vision for new tidal lagoon in Swansea Bay

New plans for a tidal lagoon as part of a major renewable energy development in Swansea Bay are financially viable, according to an independent report. The lagoon would form part of a new Dragon Energy island off the Swansea coast which could create thousands of jobs. The new proposals include a floating modular homes development, underwater data centre, solar farm and the production of pure hydrogen and pure oxygen on site for storage or sale. Giant underwater turbines would also feature as part of the proposed Dragon Energy Island, helping to power thousands of homes across Swansea and beyond. Another new element is the potential for a public procurement arrangement which could see councils and other public sector organisations buying electricity directly from the energy island. And the report says there is potential to make significant savings of up to 30% on the capital costs of the project. The report by Holistic Capital, a global sourcing company, was commissioned by a Swansea Bay City Region task force set up to explore options to deliver the tidal lagoon following the UK Government's decision not to proceed with previous proposals in June 2018.

Cllr Rob Stewart, Swansea Council Leader and chairman of the City Region's task force, said there was huge support to deliver the project. He said: *"Despite the UK Government not backing the previous proposals, we never gave up hope on the opportunity to deliver a major renewables project in Swansea Bay. An enormous amount of hard work has taken place behind the scenes to develop a new proposal that will generate clean, green power for many generations to come. The new proposal is a larger and more ambitious renewable energy development that's built upon the natural tidal benefits of Swansea Bay and complimentary technology to generate zero-carbon power. The tidal lagoon is at the heart of the new proposal and gives us the opportunity to create a new floating community of homes and businesses within the sea wall. This has already been successful in countries like Holland, Germany and Denmark, providing a sustainable solution to issues including population density and climate change. This project will place Swansea Bay at the forefront of worldwide marine energy innovation, create thousands of jobs, boost local supply chain businesses, and help develop a globally significant export industry in Swansea Bay. Importantly, the independent report has found this new proposal to be credible and financially viable with the potential to make savings of up to 30 percent on previous estimates. There's considerable interest from major companies in turning this opportunity into a commercial reality, so we're now keen to move forward."*

The Dragon Energy Island would be based on the footprint of the former lagoon proposal and would generate a combination of marine, solar and hydrogen energy.

Next steps could include further project research and financial analysis before the search for a private sector partner potentially gets under way later this summer. Construction could start in 2021, with the Dragon Energy Island potentially operational by the end of 2026.

Low Carbon Swansea

- Low Carbon Swansea Bay is a network of private public and third sector organisations that aim to reduce Swansea's carbon footprint by championing a coordinated approach to reducing carbon emissions across sectors in Swansea and South West Wales. The Council has been an active participant in the initiative during 2018/19 and has benefited from working collectively to access resources and share good practice. Swansea Bay Ultra Low Emissions Vehicle Task Group has been a source of valuable support and a way for the Council to share its experience of green fleet management.

Information, Training and Events.

- Awareness and understanding of our natural environment has been improved by activities undertaken throughout the year. An annual environmental events programme is published, which provides details of hundreds of free or low cost events in Swansea. Events held over the past year by the Council include the second annual Clean Air Roadshow supported by Swansea BID and The Big Heart of Swansea. The Council participated in WWF Earth Hour and supported Fairtrade Fortnight and the Swansea Green Fayre. Guided tours of our specialist parks and volunteer days have been popular. A number of biodiversity training sessions have been delivered to staff and elected members.

Opportunities for Schoolchildren

- The 'Our Nature, Our Future' project has enabled children in a number of primary schools to benefit from ground improvements and to attend natural environment sessions. Schools have benefited from training for their teaching staff so that biodiversity can be embedded within the curriculum. The project also aims to encourage schools to make more use of their local wildlife sites for environmental study. Regular field study visits have continued to be supported at Bishops Wood. The RSPB 'Giving Nature a Home' project has been embraced by schools as have opportunities to engage with nature via Outdoor Pursuits at the Council's Activity Centres in Port Eynon and Rhossili.
- The international Eco Schools programme continues to be popular with most schools in Swansea participating via an eco-coordinator. Many schools have an Eco Committee and Eco-Schools provide opportunities to improve pupils' skills, raise environmental awareness and help improve the school environment among other benefits. We encourage our Foundation Phase pupils to learn outdoors, ensuring a respect for nature, biodiversity and eco-systems. The Council also supports a Swansea NPT Forest School programme.

Improving Access to and Quality of Parks and Greenspace

- The newly adopted Local development Plan's policies seek to increase provision of, and accessibility to, open space over the period to 2025. The Council is developing a project to map deficiencies in access to green space and identify opportunities for improvements. This prevents the loss of accessible greenspace and formal play space in the interests of promoting health and well-being. Green space provision must now be an integral element of new schemes, particularly within the City Centre. All greenspace within the County has been mapped, including access

points. Measures will be undertaken to ensure at least 75% of the local population live within 300m (5 minutes' walk) of their nearest area of natural greenspace.

- The parks maintenance programme works with Friends of Parks groups, councillors and support groups to ensure the Council's 52 parks are welcoming and accessible to all. Commercial services have worked with parks to generate new income and thus safeguard green assets. Opportunities for public and private sponsorship such as 'adopt a bench' and donated or memorial tree schemes have been explored.
- The Council manage and maintain over 400km of Public Rights of Way network. This year a Welsh Government grant funded coastal path upgrade between Llangland and Caswell was completed. The 'ParkLives' Scheme offering free activity sessions in local parks and open spaces took place in 2018/19.

Wildflower planting and management.

- The sixth year of wildflower planting resulted in a display of colour at over 180 locations. Seeds including medieval carpet, candy, pixie, honey bee, pastel and express summer are among the wild flower seed mixtures planted on roundabouts, roadside verges, parks and at prominent landmarks. Locations benefitting from wild flowers in 2018 included Mumbles Road, Fabian Way, Ravenhill Park, Carmarthen Road, Dyfatty Interchange, Brynmill Park, Parc Llewellyn and outside the Guildhall. This totalled over 41,000 square metres of wild flowers - equivalent to about seven football pitches. Seeds were sown again in 2019. The Council also works in partnership with the Friends of the Botanical Gardens, who are selling the seeds during their plant sale events.

Engaging and Supporting Local Community Action

- Opportunities have been provided throughout the year to gain skills and confidence through volunteering and training while also improving local green space and wildlife sites. Efforts to increase the volunteer base has continued, enabling more people to get involved. A temporary grant funded volunteer co-ordinator post has been created to help ensure programmes for volunteers with partners are joined up and a volunteer database is developed in 2019/20. Funding has also been accessed to launch a Gower Hedgerow Hub. This initiative is training volunteers in skills that will help sustain the vitality of Gower's hedgerows for years to come.
- A part of the funding awarded to support the 'Our Nature, Our Future' project will be used to support a schools and community-based 'Our Nature - Our Future' group. This will aim to support people to make the most of accessing their local wildlife and environment. This project is a partnership between the Gower Society, National Trust, NRW and the Council.
- Since April 2018 a further 7 'Friends of' groups have been established and are in the process of establishing governance arrangements. There are 29 active Friends groups currently being supported. Many of the groups have been successful with grants as they are able to apply for funding that the Council is unable to access. As a result, in excess of £300k of funding has been achieved to support the parks/green spaces. A memorandum of understanding has been produced in partnership with the groups, which will assist with future funding applications. Penllergare Valley Woods Trust have been supported to prepare an Ecological Management Plan for the Estate.

Controlling Invasive Non-Native Species (INNS)

- Activity has included the control of knotweed, Himalayan balsam, wild parsnip and hogweed. The mapping of areas affected by INNS is being undertaken for the whole county. The parks service provide a treatment service for prioritised areas during the summer months. Collaborative working has taken place with all land holding managing departments.
- Guidance has been delivered to the public and advice is provided to landowners in various formats to raise awareness of the problem to help control the spread of INNS. An advice leaflet on Japanese knotweed has been produced and webpages set up. Commercial Services have supported the marketing, promotion and sale of a service that tackles invasive species, i.e. the Japanese knotweed control service.

Welsh Housing Quality Standard Green Space Improvements

- Green space improvements in 2018/19 will help the council meet the Welsh Government's Welsh Housing Quality Standard (WHQS) that requires all social landlords to improve the external environment of their housing stock to an acceptable level by December 2020. In Penlan, 144 semi-mature trees standing 10 to 12 feet tall have been planted alongside residential streets.
- This work has been complemented by a project with Trees for Cities which planted over 4000 trees (whips) abutting Mynydd Newydd Playing Fields. The introduction of this and other greenery is part of a plan to improve the quality of the residential environment. In addition, a programme of Invasive Non-Native Species clearance is being rolled out in support of the WHQS programme.

Reducing Waste and Increasing Recycling

- The Council is committed to reducing waste and reusing materials wherever possible and encourages residents to do the same. Our Catering and Cleaning services have minimised use of non-recyclable products and Education prevents the unnecessary disposal of old school fixtures and fitting by enabling them to be reused or repurposed, while residents are encouraged to donate items that can be reused to our Tip Treasures re-use shop, generating money that can be invested in the promotion of recycling.
- The prohibition of recyclables at the kerbside through the Keep it Out campaign started on 25 Feb 2019. This aimed to increase recycling options, but not reduce the 3 black bag limit, leading to residential residual waste tonnages being reduced by 12%.
- More homes in the city have been converted to the reusable pink bag service from the old style single use bags. The reusable pink bags were introduced to help improve the quality of plastic sent for recycling and encourage residents to only put loose rigid plastic items in the bag such as bottles, pots, tubs and trays. Households are getting the message that flimsy plastic such as film, crisp packets and bags or hard plastic, such as toys and laundry baskets, are not accepted in the Council's kerbside plastic recycling service. The work undertaken to ensure the quality of plastic improves has also led to the Council receiving an income from recycling processors for each tonne collected, rather than having to pay for it to be recycled.
- Promotional Campaigns to ensure Swansea residents were aware of the changes took place via Facebook, the Council's website, press releases and through local and national radio coverage. A

new mascot – Busta, the space monkey - has been used to communicate with school children helping them to change behaviours at home and start a lifetime of recycling habits.

Case Study 4: The 'Keep it out' Recycling Campaign

Swansea Council launched its 'keep it out' campaign in February 2019, targeting households who are either limited recyclers or don't recycle at all. The 'Keep it out' initiative involves Council waste officers checking black bags that are left on the street for collections. If food, bottles, cans and other recyclable materials are detected, the households will be given advice from the Council's Recycling Promotion Team who will visit the property. If repeated attempts to get households on board with recycling fail, fixed penalty notices can be issued under existing legislation. The early success with households has led to an extra 40 tonnes of recyclable waste being collected during a fortnight compared to previous collections. During the first month of the scheme, 20,000 households were monitored and around 15% were found to either not be recycling or recycling very little. An initial letter was issued to non-recyclers explaining how they can get on board. Hundreds of households have now been officially thanked for their participation after follow-up visits found seven out of ten homes offered support started or improved recycling on the next visit.

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

- *A Prosperous Wales* - The unique natural environment in Swansea and its Area of Outstanding Natural Beauty supports thousands of jobs in the tourism sector worth £417 million per annum to the local economy.
- *A Resilient Wales* - The resilience of our natural environment is improved by restoring degraded habitats and through habitat creation and improving connectivity.
- *A Healthier Wales* – Trees play an important role in relation to filtering air of harmful particulates reducing respiratory conditions, while natural spaces have a documented beneficial impact on mental health
- *A More Equal Wales* - Involvement in environmental training and volunteering builds skills that are accessible to all.
- *A Wales of Cohesive Communities* – The social benefits that accompany improving the percentage of tree cover and natural open space within Swansea create welcoming communities where people are proud to belong and experience an improved quality of life.
- *A Wales of Vibrant Culture and Welsh Language* – Accessible, managed green and beach space offers sport and recreational opportunities while Swansea's physical geography and maritime location have inspired a rich local cultural identity.
- *A Globally Responsible Wales* – Reduces our impact on the planet, moving towards a 'one planet' Wales that does not use more than its fair share of resources.

6. Lessons learnt and areas for development

A Corporate Biodiversity Action Plan.

- A Natural Environment Scrutiny Inquiry Panel completed a detailed inquiry which was submitted to Cabinet on 21 March 2019. This asked 'What should Swansea Council do to maintain and enhance its natural environment and biodiversity and in doing so, promote the resilience of ecosystem services?' Its key recommendation was that this topic was adopted as a corporate priority building on the Public Services Board's 'Working with Nature' Local Well-being Objective. This recommendation was pre-empted and adopted in October 2018. The learning from this

detailed inquiry impacts many of the areas addressed by the Well-being Objective and directly addresses ways to corporately implement the five ways of working.

- In relation to the development of a Biodiversity Action Plan, the Inquiry recommended that the Local Well-being Plan link in with other relevant cross organisational and external policies. It suggested that a Biodiversity Working Group be set up to drive, monitor and report on the Plan's implementation – this is in progress.
- It was recognised that austerity has impacted the delivery of services and the implementation of many recommendations, such as the employment of a Section 6 officer to support implementation, an ecologist and the provision of training were constrained by a lack of resource. In response, an action to 'identify additional planning/ecology/biodiversity resources' has resulted in ongoing consideration of innovative internal and external sources of funding and resource.

Green Infrastructure Strategy

- Joint working with Natural Resources Wales and other partners was successful in preparing a City Centre Green Infrastructure Strategy, which will be built upon in developing a county wide strategy.

Council Tree Policy.

- London Plane trees planted 30 years ago have had to be removed from the city centre due to the impact on underground infrastructure and pavements causing trip hazards. The lessons of the past have been learnt and tree pits are now used to ensure, in another 30 years, trees are well positioned to reach maturity.

Urban Tree Cover Initiatives

- Part of Swansea's investment in a greener city centre meant that some apparently healthy trees were marked for felling. The negative public reaction to what was mistakenly perceived as unnecessary tree felling was immediate. This is testimony to the value that Swansea residents attach to trees and is an endorsement of the Council's policy of increasing urban tree cover.
- The Council now works with groups to ensure the intentions and reasons for tree felling are understood, avoiding misunderstanding and also raising awareness and support for a new city centre green artery. This lesson will be an important consideration moving forward as the impact of Ash Dieback will result in mass tree removal for health and safety reasons; so it will be critical to communicate with residents the dangers and reasons for felling.

Mapping Ecosystem Services and Green Infrastructure Opportunities

- Improved monitoring evidence and wider public and corporate understanding of the benefits of ecosystem service provision will help to embed sustainable development at the heart of Council policies and ensure Swansea's unique natural environment is valued and protected. Ecosystem resilience will only be improved when its benefits are more fully understood and valued across the Council.

Biodiversity Audit of Our Corporate Assets and Effective Management

- Disposal/loss of natural assets/resources should only be undertaken with full consideration and appreciation of the ecosystem service benefits these natural resources provide for free and the

true long-term cost of their loss, i.e. the capital value gained from asset disposal should always be balanced against its environmental value to identify the net or true value.

Enhancing Biodiversity and Improving Ecological Connectivity.

- A substantial increase in uncut grass/verge areas to promote natural habitats and wildlife corridors has taken place. Potential negativity from the public about verges and grass that is no longer cut could be addressed through clearer communications.

A Low Carbon Economy / Swansea

- The process of producing concrete is a serious source of greenhouse gas emissions. The Council has aimed to reuse materials and support the development of the local green economy by exploring alternatives to traditional disposal techniques. The Kingsway's old concrete surfaces have been re-used locally on pedestrian footpaths by an innovative business as hard core. This aimed to help make the scheme as environmentally-friendly as possible.

Information, Training and Events.

- All participants in training and events are asked to complete satisfaction forms. However there is a need for greater evaluation of this feedback to further enhance participant's experience, particularly if charging for these events is introduced. Staff delivering these events/activities are on rolling temporary contracts that are fully dependent on external grant funding.

Opportunities for Schoolchildren

- The environmental activities of schools will need to be better understood in future in order to report effectively in future Section 6 Reports. It has been recommended by the Scrutiny Inquiry that in future school governing bodies should appoint environmental link governors (primarily ward councillors) who can become a two way conduit of opportunities and information about activities and this will need to be followed up with the Local Education Authority.

Improving Access to and Quality of Parks and Greenspace

- The positive and valued use of outdoor spaces not only benefits the well-being of the individual, but also protects the area by, for example, reducing antisocial behaviour. The use of open spaces for sport and physical activity provides additional mental health benefits and is often a cost effective and accessible option.

Wildflower Planting and Management.

- Over the years our Parks & Cleansing Service has noted the conditions, locations and types of wildflowers that have not thrived. This experience and better understanding of which wildflowers work best and where is being used to guide future planting. Sites are varied to give some places a rest and enrich others. In addition, we are exploring opportunities for more perennial and native wildflower planting to create more sustainable wildflower habitats.

Engaging and Supporting Local Community Action

- It has been observed that volunteer groups thrive when self-managed and self-led. As a result, the Friends Forum which brings together the diversity of 'Friends of' groups in Swansea will in future be led by members of the Friends groups rather than officers.

- There had been confusion amongst community groups over basic information relating to the practicality of litter picks and community grass cutting. In order to decrease staff time spent answering queries and taking a preventative approach, guidance has been produced, with two complementary versions; one aimed at community groups and one for ward councillors who often act as an information source for community groups. This will clarify practicalities ensure councillors are well informed but also ensure activities are coordinated and as safe as possible avoiding potential accidents.

Welsh Housing Quality Standard Green Space Improvements

- A mapping exercise has been carried out to identify areas of housing land for improvement as part of the WHQS programme and each proposed scheme is being drawn up by the Council's Landscape Team with long term sustainable solutions in mind. Such a planned approach to wider environmental improvements should prevent the need for more resource intensive responsive action, for example, by designing out opportunities for anti-social behaviour. An Estate Management group has been established and meets regularly to discuss all environmental matters.

Reducing Waste and Increasing Recycling

- There is a risk that policy changes on the collection/recycling of wood could impact on the overall recycling rate.

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

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

Addressing long-term challenges

- *Safeguarding People from Harm* - An ageing population represents a significant increase in the demand for health and social care services. This will see an increase in diseases and conditions associated with an ageing population, such as dementia. We will address these long-term challenges by changing the ways we are working with citizens, to move away from paternalistic care towards shared responsibility and co-production.
- *Improving Education & Skills* - Following the launch of the Swansea Skills Partnership in the summer term of 2018, a creative Apprenticeship programme for digital marketing and technical work has been developed with Gower College. This is to ensure young people will be equipped with skills that will be fit for the future and that children and young people develop the right skills and qualifications for the long-term and underpin the new future economy and Swansea Bay City Deal.
- *Transforming our Economy & Infrastructure* - The Council is addressing long-term challenges in the redevelopment of the City Centre so that it is healthier, more resilient and fit for the future. This includes: incorporating requirements for energy and waste efficiency; smart building performance; renewables; enhancing biodiversity and green infrastructure, and; using sustainable sourced natural and or/ recycled material.
- *Tackling Poverty* - Swansea still has large numbers of people not in work. The detrimental impact of deprivation begins at a very young age and builds up through a person's lifetime. The Council is

helping to break this cycle, overcome barriers to employment and get people into work through co-ordinated person-centred employment schemes, such as Swansea Working.

- *Transformation & Future Council* - Demand and expectations on public services continues to increase but with less money to deliver them. One of the aims of our transformation programme – *Sustainable Swansea Fit for the Future* – is to ensure that Council services are sustainable in the future and in the long term. The programme aims to ensure that services are sustainable in the future by modernising services, making the best use of digital technologies, commercialisation and income generation and shaping a future Council that encourages community action and active participation in decision making and service delivery.
- *Natural Resources and Biodiversity* – Our awareness of long term environmental trends influences how we take decisions across all Council services. The Council has embedded our response to serious threats such as climate change, declining biodiversity, poor air quality and pollution into the actions undertaken by services. Green Infrastructure is seen as a catalyst for improving well-being of future generations and has considerable ecological benefits, including for wildlife connectivity, stopping habitat loss, as carbon sinks, which all contributes to the sustainability of the wider economy as well as improving well-being.

Preventing problems from occurring or getting worse

- *Safeguarding People from Harm* - Developing preventative services will help avoid the need for people to access statutory services and will help reduce demand. The development and implementation of a Prevention Strategy and associated preventative services, such as local area co-ordination, will promote people's independence and improve their well-being. Improving understanding and awareness of safeguarding and having effective safeguarding arrangements in place will prevent people from being exposed to significant harm and exploitation.
- *Improving Education & Skills* - Work is planned to improve performance at foundation phase by: supporting newly qualified teachers, supporting schools with assessment, ensuring that there is regular contact between Foundation phase co-ordinators, improving readiness for schools and by identifying and sharing best practice between schools. In addition, it is anticipated that Performance at Foundation Phase will also be improved by closely linking to our Poverty strategy, which aims to improve outcomes for children in their early years.
- *Transforming our Economy & Infrastructure* - The Council's work to provide sustainable and low carbon transport, such as electric vehicles, and efforts to invest in the Green Economy, such as energy efficiency schemes including in housing, will contribute towards preventing climate change whilst helping to build the local economy. For example, Swansea Council adopted an Environmental, Social & Governance policy which commits the pension fund to reduce its already low exposure to carbon based fossil fuel investments by up to 50% over the next 4 years.
- *Tackling Poverty* - The construction of energy efficient Council homes to Passivhaus standard, energy efficiency measures in Council housing and the exploration of creating a Council owned energy venture are examples of ways of working that will help reduce fuel costs and prevent fuel poverty.
- *Transformation & Future Council - Sustainable Swansea – Fit for the Future* encourages all staff and stakeholders to review services through the 'lens' of prevention to help prevent people needing recourse to statutory services. By adopting a whole-Council approach to managing the

demand for services we aim to deepen our understanding of customer contact and how services can be redesigned to eliminate, reduce or divert demand.

- *Natural Resources and Biodiversity* – This well-being objective helps people to understand the causes of environmental problems and how by working together with nature we can prevent problems occurring. Behaviour change is key to stopping environmental issues getting worse. This ranges from individuals choosing to use less and recycle more, to our businesses participating in the circular economy to Council employees changing the way we work. In making plans, we now anticipate and consider future maintenance costs as well as the capital cost of projects in our plans and budgets. Making better use of green infrastructure can lead to significantly reduced costs for the Council whilst promoting the health and well-being of residents, visitors and workers. Investing in new technologies will be fundamental to ensuring a bright future.

Working in partnership with others

- *Safeguarding People from Harm* - Domestic abuse is often a hidden crime that is not reported to the police, or any other agency, which is why the estimated number of victims is much higher than the number of incidents and crimes recorded by the police, and other agencies. The Council is working with partners to increase awareness and challenge attitudes, provide effective, timely, appropriate responses to victims.
- *Improving Education & Skills* - ERW is partnership of 6 local authorities including Swansea, Neath Port Talbot, Powys, Ceredigion, Carmarthenshire and Pembrokeshire Councils. Officers in Swansea work appropriately with regional officers to deliver good quality support for mathematics/numeracy and English at secondary level. Teaching and learning, for example, is supported efficiently through engagement with key delivery partners and making effective use of technology to improve learning experiences.
- *Transforming our Economy & Infrastructure* - In partnership with Freedom leisure, the Council will give six community leisure centres and the LC2 a bright future and will support the people of Swansea to be active and healthy. A high-level new partnership is to help regenerate Swansea, the partnership is a successor to the Swansea Economic Regeneration Partnership (SERP). Members include Swansea University, Coastal Housing, Pobl, Family Housing, Swansea BID, Gower College Swansea, Welsh Government, Swansea Council for Voluntary Services, Natural Resources Wales, Urban Foundry, Indycube, local business organisations and Business Wales
- *Tackling Poverty* - The Council works in partnership with others to help tackle poverty, for example, through the Swansea Poverty Partnership Forum. The Council is working closely with others in a number of person-centred employability programmes, which fall under the Swansea Working umbrella, to help people into training and work.
- *Transformation & Future Council - Services in the Community'* is an important project within the Council's cross-cutting transformation programme. It looks to establish new ways of working in communities across the city by exploring how services can be co-located and integrated in a type of "community hub". These projects are a well-established way of providing services differently and innovatively, by locating partner organisations alongside council services for the benefit of local people.
- *Natural Resources and Biodiversity* - Swansea has an excellent track record of working with external partners especially through grant funded work and delivering projects with volunteers to achieve common objectives to improve our environment. The Council continues to support the

Swansea Biodiversity Partnership and the Swansea Environmental Forum, which deliver a wide range of strategic and operational environmental initiatives in collaboration with other agencies. We are working collaboratively with partner Natural Resources Wales on the development of strategy which enables the pooling of knowledge and skills from both organisations. Departments across the Council support each other coordinating the delivery of actions to maximising use of resources.

Integration - Joining things up and avoiding conflicts

- *Safeguarding People from harm* - The Council has worked to ensure that safeguarding is 'everyone's business' and not just the responsibility of social care. We are working towards common outcomes through integrated health and social care, by working collaboratively and pooling resources wherever we can
- *Improving Education & Skills* - The Swansea Skills Partnership / Partneriaeth Sgiliau Abertawe is an indispensable forum that gives interested parties develop a co-productive approach in providing innovative schemes that will be delivered to avoid conflicts and not hamper the positive outcomes learners will achieve. The Education department works with several key delivery partners and recognises that progress cannot be achieved in isolation. Through key consultative groups including the School Improvement Partnership, the Children and Young People's Board, PACA, ERW, Gower College Swansea, Universities, Health and school leaders, the aim is to secure joined up planning and delivery or shared aims.
- *Transforming our Economy & Infrastructure* - The LDP will enable the delivery of sustainable development, and ensure that social, economic, environmental and cultural well-being goals are all suitably balanced in the decision making process so that the right development occurs in the right place. This will assist in the forecasting of appropriate service delivery in provision of school places, number of homes required to support the introduction of new jobs created and assist in developing strategies that will support wellbeing and biodiversity agendas.
- *Tackling Poverty* - Work in the early years of a child's life can help support families and mitigate the effects of deprivation on future life chances and prospects. Early Years provision at the earliest possible stage in a child's life can help prevent the escalation of need into more costly statutory services, support children to achieve at school and break the cycle of poor future outcomes; particularly those caused by Adverse Childhood Experiences. At the same time, key public health messages can be promoted and conveyed helping to improve overall health and well-being.
- *Transformation & Future Council* - We are continuing to undertake and implement Commissioning Reviews. Options appraisals (the product of Commissioning Reviews) are designed to remodel services in order to reduce duplication and link services up. The Services in the Community pilot project has identified service gaps and duplication and provided a hub for local people and services providers to access greater information and support in relation to employment, education, training, health and well-being.
- *Natural Resources and Biodiversity* - 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. It is a recognition of success that we have been invited to represent local authorities in a range of national groups, the Welsh Green Infrastructure Forum to share learning across Wales. The Public Services Board Working With Nature Group is an important means of developing projects with partners and wider stakeholders.

Involving people

- *Safeguarding People from Harm* - Swansea Council is developing a co-productive approach within social services that has seen a change in how service users engage with the Council; for example, through a new Participation and Co-production Strategy for Vulnerable Children and Young People.
- *Improving Education & Skills* - We are involving people in Swansea as we have continued to disseminate information about the UNCRC through a range of forums, events and projects across Swansea, including the Big Conversation, Pupil Voice Forum, a consultation on services for children whose first language is not English, forums for Children who have experienced care and the Play Sufficiency Assessment. Additionally, specific consultation was undertaken on several new and upgraded play areas, as well as the design of the Dilly Trail and “Dilly Footprints” which is part of the new Kingsway development. We celebrated International Children’s Rights Day in Swansea by presenting our work to over 100 guests from across Wales.
- *Transforming our Economy & Infrastructure* - Involving people is depicted by the many partnerships and forums already established in the way we work. Regeneration and improvements are considered on the needs and involvement of those groups that the changes are going to impact. Holding roadshows of various events to showcase and to obtain feedback on key projects such as Skyline, consumer protection and events that support the local economy of Swansea.
- *Tackling Poverty* – Swansea Working aims to tackle unemployment and economic inactivity and provide employment support through intensive one to one mentoring. Individual people are involved and supported on their own journey to employment and beyond when they go into work. In addition to involving clients, the projects directly involve employers and training providers to see if there are any skill gaps that need filling so that clients are supported through that pathway. Support is not ‘one size fits all’ but rather is bespoke and tailored to the needs of both the individual and employers.
- *Transformation & Future Council* - A coproduction strategy is in development to involve citizens more in service design and delivery. The Council has worked closely with the newly formed Swansea Coproduction Network to better understand and generate best practice on the co-productive commissioning of Independent Professional Advocacy Services for adults. Adult Services are now commissioned co-productively wherever possible.
- *Natural Resources and Biodiversity* -Swansea people have been giving their views on how nature can improve their city centre. Over 600 face to face conversations took place with members of the public. This engagement exercise not only informed the development of strategy but created valuable space for officers and citizens to exchange dialogue and have a deeper conversations which can change the attitudes of both. Building volunteering capacity is a key activity, council services support the local community to participate in, identify and delivering initiatives that maintain and enhance the natural environment. This in turn means more people are enabled to access and enjoy their natural environment.

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

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

help us change the way we deliver services outside the organisation. These critical 'areas for change' have already begun to adapt the ways they work:

Corporate Planning

The Corporate Plan describes the steps being undertaken to meet our Well-being Objectives and contribute to the seven national well-being goals in line with the five ways of working outlined in the Act.

Following the adoption of the Corporate Plan in May 2017, the Corporate Plan has been refreshed for 2018/22. This follows the production of Swansea Public Services Board's (PSB) Local Well-being Plan, a review of progress and an assessment of the evidence, looking at how we could close any gaps and further maximise our contribution to the National Well-being 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'*.

Financial Planning

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

Our transformation programme *Sustainable Swansea - Fit for the Future* underpins decision-making with clear budget principles including sustainable outcomes, prevention, engagement and new models of delivery (often working with partners). An Annual Review has been undertaken during 2018/19 and the programme and governance subsequently revised. The Future Generation's Commissioner's Frameworks have been used to guide the implementation of programmes.

The budget setting process for 2018/19 saw the introduction of the five ways of working via a series of questions designed to challenge thinking. Budget consultation involves residents, community groups, partners, employees, the School Budget Forum, Joint Phase Head Teachers, Trade Unions and others.

In January 2019, the City & County of Swansea Pension Fund became one of the first Pension Fund's in the UK to adopt an Environmental, Social & Governance policy which commits the pension fund to reduce its already low exposure to carbon based fossil fuel investments by up to 50% over the next 4 years.

Alongside its carbon reduction programme in its listed equity portfolio, the fund also actively seeks to invest in energy-efficient infrastructure projects (renewables, solar, alternative fuels) and clean tech in other parts of its portfolio, always seeking to optimise its return, whilst having a positive environmental impact.

Pension assets are now in excess of £2 billion. In future continued pooling will take place with the Wales Pension Partnership. We will respond to growing calls for climate emergency action whilst preserving our core duty to achieve return and protect member pension fund assets. The Environmental Social and Governance policy explicitly recognises the duty on protecting future generations around exposure to carbon, climate change emergency, and the government aim of net zero carbon by 2050.

Workforce planning (people)

Cultural change is essential to meet the challenges of the future. To equip staff with the right skills and support Organisational Development, strategic aspirations have been set out for 2018-22 addressing leadership and staff development so that the workforce is fit for the 'future Council'.

The roll out of agile and mobile working has been a key focus over the past year. The transition to enable staff to work more flexibly is ongoing and is being rolled out to the Guildhall. The programme has helped release significant space which has facilitated partnership working and income generation. In addition, staff are able to work more effectively reducing the need for business travel to meetings and reducing commuting to work. These trends lead to positive impacts on carbon emissions, work life balance and finance. The logical next step of the agile programme is to move towards an outcome based approach to working as opposed to a time based system; three teams are currently piloting this new way of working.

Staff continue to be involved in corporate improvement activities through the Innovation Community. In addition, a new online Staff Suggestions Hub and a new Leadership Hub have been established along with a Mentoring Programme; work towards an Employee Benefits Scheme commenced. A programme has begun focusing on the review and delivery of human resources policies.

Procurement

Sustainable procurement principles as set out within the Wales Procurement Policy Statement underpins the Council's procurement practice. Procurement officers work informally with services at the earliest stages of the procurement process so specifications can be developed by managers that consider value for money on a whole life basis (costs relating to maintenance, disposal and consumables are taken into account). This includes work undertaken on a Procurement Guidance Document on The Well-being of Future Generations Act and Procurement, which provides practical advice to staff ensuring they consider the Sustainable Development Principle at the earliest opportunity.

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

Beyond Bricks and Mortar is an award winning initiative, which secures social benefits from construction and regeneration activity across sectors in the City & County of Swansea for the lasting benefits of the community. Our Community Benefit Policy has broadened this approach to encompass all Council procurement projects. This makes the most of opportunities to achieve added value and to maximise contribution to the Well-being Goals as a result of public sector spending in Swansea.

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

Risk Management

The way the Council defines and manages risk was reviewed in 2017 in line with the Well-being of Future Generations Act. Work has continued during 2018/19 to improve compliance to the Policy, which has been regularly kept under review by the Audit Committee. This includes the establishment of an internal steering group to help manage the risks to the Council associated with the UK's decision to exit the European Union (Brexit).

The Council's ability to manage the risks associated with Brexit has, as with other public bodies, been limited by the uncertainty on the likely outcome from the UK's negotiations with the EU. The Council has sought however to prepare as far as possible and has followed the lead of the WLGA and Welsh / UK Governments and liaised with others in order to do this as comprehensively as possible.

The Council specifically considered longer-term strategic risks and trends, in line with the Policy and Future Generations Act, when undertaking the annual review of Corporate Risks ready for 2019/20.

Performance Management

We have continued to report on performance each quarter meeting our Well-being Objectives, which includes a qualitative overview to place the data within its proper context. During 2018/19, since the adopting of the refreshed Corporate Plan, we have worked to identify appropriate and suitably robust performance indicators to fully and quantitatively measure the Council's contribution to improving environmental well-being through the new Corporate Well-being Objective on Natural Resources and Biodiversity. This work has proved challenging but we will continue to explore further data development opportunities during 2019/20.

Assets

The Council is always looking at new ways to improve the way we manage our buildings, land and amenities more effectively. Collaborative working is an increasing feature of how we manage our estate. The Local Property Board enables public bodies to work together to find solutions that safeguard assets for the benefit of our communities in the long term. In addition to working with partners, we have continued to involve citizens by enabling them to take responsibility for assets over the long term with safeguards in place for their retention at community level.

The recently created Property Investment Board, adoption of a commercially minded approach, has led to major successes in terms of investment acquisitions generating in excess of £600,000 per annum. Continued activity is taking place on disposals alongside the investigation of the feasibility of a proactive approach to development.

Co-production is central to the development of 'Services in the Community', a series of pilot projects that aim to relocate partner organisations alongside Council services within communities. Citizens are involved in all aspects of design and development of the new community hubs to ensure that better joined up services support residents in what matters to them. 2018 saw the launch of My Clydach - a multi-agency hub where citizens can access a range of services previously only available in person at the central customer Contact Centre; including using technology to access the services on a one-to-one basis over Skype.

Changing the way we work helps the Council get better value from our assets. Agile working, where staff adopt technology that enables them to work anywhere, minimises underused office space as staff are able to share desk space, promotes collaboration and transformed how we consider 'waste'

equipment and furnishings by looking at how we can re-use, re-purpose or re-vamp items we already own rather than buying new.

Part 4 – Governance & Accountability

The Council recognises that it is still at the beginning of the journey to build the Act into its governance and accountability arrangements but has started to make good progress. Governance Sustainable development has been a central organising principle of Swansea Council since 2012, embedded within Swansea’s governance via a Sustainable Development Policy, which will be reviewed in line with the Future Generations Act during 2019/20.

The Well-being of Future Generations Act is increasingly being incorporated into all aspects of governance. The Council’s first Well-being Statement was integrated within the Corporate Plan 2017/22 and adopted in 2018. Sustainable development principles are at the core of the Council’s transformation programme *Sustainable Swansea – Fit for the Future*. The Council has started to use a question-based approach to building the five ways of working into the budget setting process linked to the MTFP and Corporate Plan. Service Plans have been adapted to incorporate the Act by enabling services to better show their contribution to the Council’s Well-being Objectives and how they can maximise that contribution through the five ways of working.

Work is underway to involve citizens more in local democracy and Council decision-making and a coproduction strategy is in development to involve citizens more in service design and delivery. The Council has worked closely with the newly formed Swansea Coproduction Network to better understand and generate best practice on the co-productive commissioning of Independent Professional Advocacy Services for adults. Adult Services are now commissioned co-productively wherever possible.

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

The revised corporate Risk Management Policy and Framework seeks to embed the five ways of working into the identification, assessment, response and control of risk. The Council’s Corporate Risks listed below, which are aligned to our Well-being Objectives, are those risks that should they come into effect would have an impact on the whole Council and would have a detrimental impact on the ability of the Council to achieve its priorities and objectives:

- Financial Control – MTFP aspects of Sustainable Swansea
- Sustainable Swansea transformation programme delivery.
- City Centre redevelopment.
- Safeguarding.
- Pupil attainment and achievement.
- Tackling Poverty.
- Workforce strategy.
- Digital, data and cyber security.
- Emergency planning, resilience and business continuity.
- Health & Safety.

- New legislative and statutory requirements.
- Decision to leave the European Union (BREXIT)
- Tax Evasion.
- Regional working.

Audit Committee receives a report each quarter on the overall status of risk in the Council. Audit Committee has access to the Corporate Risk Register and a copy is included in the Audit Committee public reports pack.

Accountability

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

Inspection and audit bodies, such as the Wales Audit Office, Estyn and the Care Inspectorate Wales, test the performance of specific services and the extent to which the Council is contributing to the national goals and maximising its contribution through the five ways of working. These regulatory bodies publish their findings; in their Annual Improvement Report on Swansea Council for 2018/19, the Wales Audit Office found that the Council is meeting its statutory requirements in relation to continuous improvement.

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

Many Committee meetings are open to the public and questions welcomed. This includes Council, Scrutiny, Audit Committee and Swansea Public Services Board Partnership meetings. Several well-attended training sessions were organised for community and town councillors in 2018/19 and these have helped equip councillors with an understanding of sustainable development that they use to challenge the planning and delivery of services.

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

The Public Services Board is also subject to regular scrutiny as to how it is making a difference. Statutory members are invited to give evidence relating to the priorities on which they lead. Scrutiny consists of not only elected Members but representatives of PSB partner organisations. The panel is made up of the Chairs of other Scrutiny Committees ensuring an integrated and robust approach to inquiry. Scrutiny has contributed to the Council meeting its key priorities in a number of ways, which are set out in the Scrutiny Annual Report:

Regional working

There are three key regional partnerships that the Council is participating in: Swansea Bay City Deal, West Glamorgan Regional Partnership Board and ERW School improvement. An Annual Review of Regional Working reported to Council on progress during 2018/19.

Whilst good progress was made in 2018/19 (albeit at different rates), a number of challenges have been identified for each of the regional collaborations. Some of the challenges are significant and outside the direct control of the Council; nevertheless regional working is a key factor in ensuring the public services are fit for purpose, sustainable and deliver good outcomes for citizens.

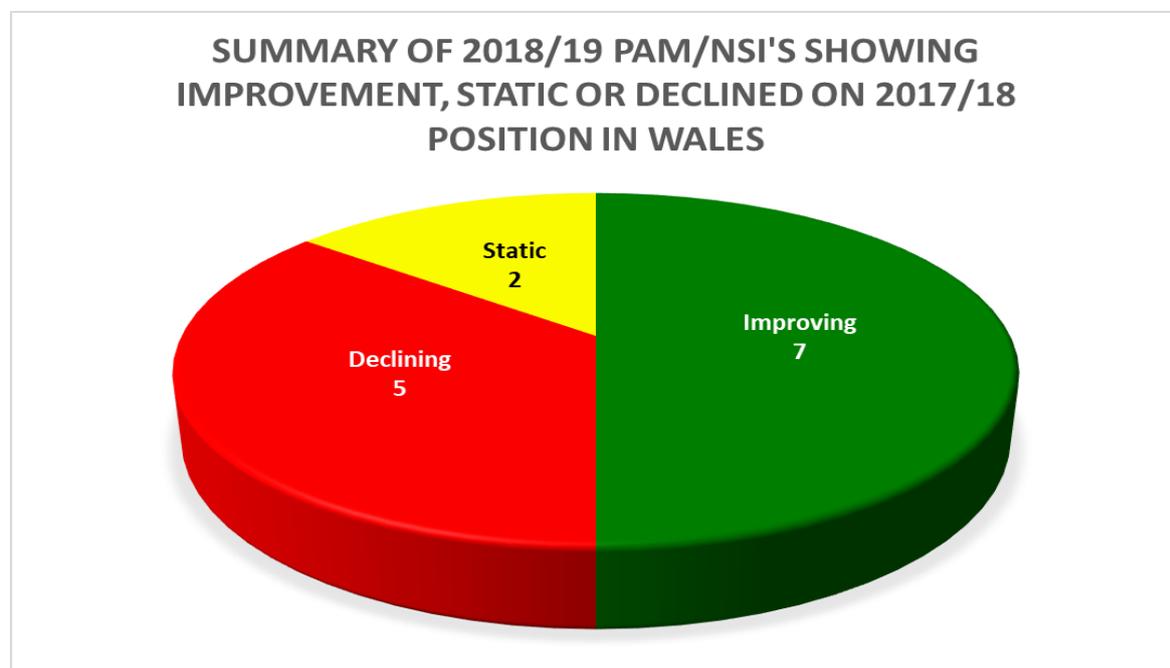
Summary of our performance against National Indicators 2018/19

Each year, the Welsh Government and Data Cymru (formerly the Local Government Data Unit) publish resources on [local authority performance information](#). This makes it possible to compare the performance of the 22 Welsh local authorities across those services. This section summarises how we performed in 2018/19 in comparison with the previous year.

National Performance Compared with the Previous Year

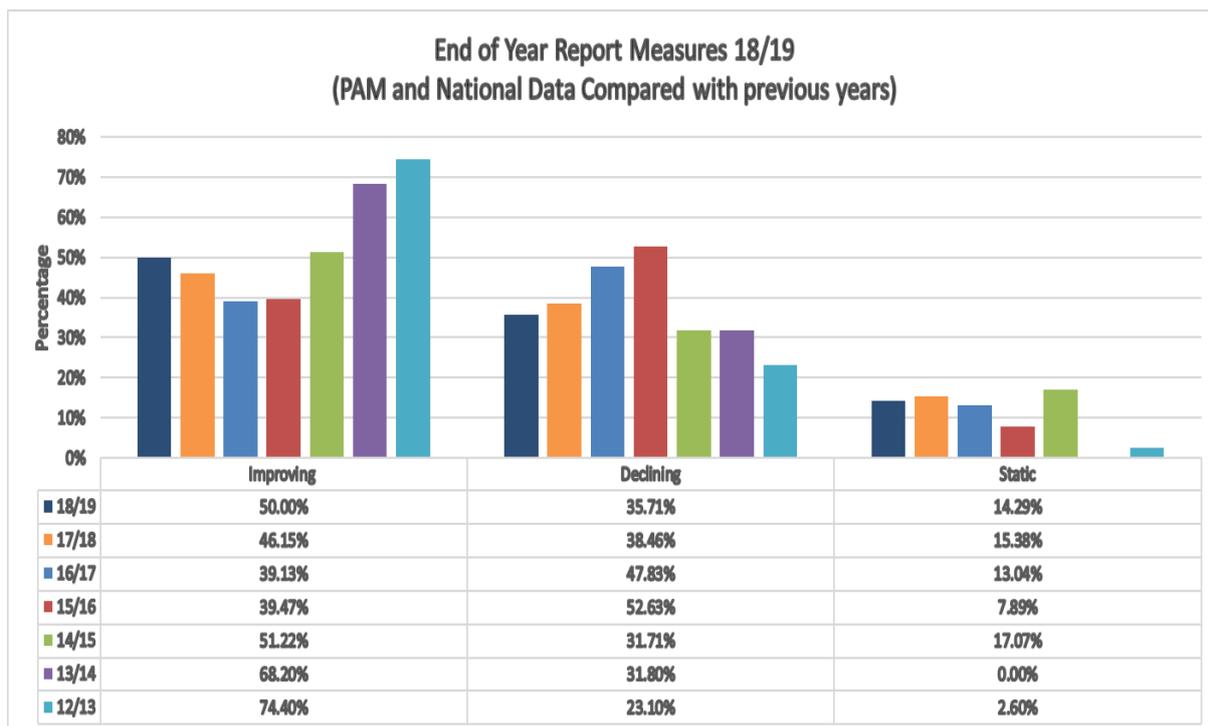
In 2018/19, 31 performance indicators were collected and proposed to be published nationally. Due to changes in publication dates of data sets, at this time, of the 31 indicators, 14 have data that can be compared against 2017/18 performance, of which:

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



The table below represents a comparison over the last 7 years of how we have performed against other councils in Wales based on the national indicators published for each year.

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



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

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

Where to find additional information

If you have any questions or comments on the content of this plan, you can contact by: Email to improvement@swansea.gov.uk Telephone 01792 637570.

Corporate Plan 2018/22 Delivering a Successful and Sustainable Swansea:
<http://www.swansea.gov.uk/corporateimprovementplan>

PSB Well-being Plan

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

Well-Being of Future Generations (Wales) Act 2015

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

Scrutiny Board Reports

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

Audit Committee

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

Equality & Diversity

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

Wales Audit Office inspection reports

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

Estyn Inspection Reports

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

Care Inspectorate Wales Reports

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

My Local Council

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