

DELIVERING FOR SWANSEA

Corporate Plan 2015/17



City and County of Swansea
Dinas a Sir Abertawe



Corporate Plan 2015/17

***Delivering for
Swansea***

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Foreword

What this document covers

This Corporate Plan for 2015/17, *Delivering for Swansea*, describes the Council's vision for Swansea, our 5 key Council priorities and our organisation values and principles that will underpin the delivery of our priorities and overall strategy. This Plan does not include everything that we do but focusses on what is most important for Swansea.

What we have achieved in recent years

Swansea has achieved much in recent years. Some highlights include:

- Swansea became the first local authority in the UK to adopt the United Nations Convention on the Rights of the Child (UNCRC) reflecting our commitment to children and young people.
- Rolled-out the *Swansea Standard*, which focuses on the Council and our staff providing excellent customer service.
- Swansea was named as the UK's UNESCO Learning City and has adopted entrepreneurial skills as its key focus and has signed the Beijing Declaration on Learning City.
- Worked with partners and the Welsh Government to launch the City Region and a strategy has been adopted to attract investment and create the right conditions for jobs, businesses and wealth.
- Launched a review of the City Centre, which includes public consultation and engagement to help shape the future development strategy and support future funding bids.
- Finalised a Tackling Poverty Strategy and developed an external Swansea Poverty Partnership Forum to help deal with poverty and the effects of poverty.
- Worked with Welsh Government and with others through the South West Wales Councils and SWITCH to lobby the Government in London to extend the electrification of the main railway line from London to Swansea.
- Agreed a strategy to safely reduce the number of looked after children in Swansea.

The challenges ahead

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

- Attracting economic investment.
- Regenerating Swansea's city centre and communities across Swansea.
- Creating high quality employment opportunities.
- Addressing inequalities in health, education, employment and life chances between people living within different communities in Swansea
- Demographic pressures and increasing demand for public services at a time when there are significant reductions public spending.

Our ambitions and commitments to residents

We want to:

- Safeguard Vulnerable People – so that our citizens are free from harm and exploitation.
- Improve Pupil Attainment – so that every child and young person in Swansea gains the skills and qualifications they need to succeed in life.
- Create a viable and vibrant City and Economy – so that Swansea has a thriving mixed use City Centre that will support the prosperity of our citizens.
- Tackle Poverty – so that every person in Swansea can achieve their potential.
- Build Sustainable Communities – so that the places where people live and work meet the diverse needs of existing and future residents.

We will do this by:

- Focussing on meeting people's needs and delivering outcomes.
- Working with others where this is beneficial and helps us meet people's needs.
- Looking at different ways of working in order to meet challenges and improve services to the people of Swansea.
- Containing spending pressures, reducing costs and delivering services more efficiently.
- Investing or switching resources into our priorities.
- Intervening earlier and preventing need from escalating.
- Equipping our employees to meet the challenges and to improve service delivery.
- Ensuring that we have a sharp focus on the delivery of our commitments.

Our **Vision** is for

**A safer, greener, smarter,
fairer, healthier, richer
Swansea**

Our Priorities

We want Swansea to be a place that is more prosperous with a skilled and well-educated population, less characterised by the contrasts and extremes of poverty across the city. We want to improve well-being so that communities are safer, healthier, more cohesive and resilient so that everyone can be enabled to fulfil their potential.

This Corporate Plan sets out what the Council aims to achieve and how we will measure progress. The Corporate Plan fulfils our statutory obligations to set **'Improvement Objectives'** under the **Local Government (Wales) 2009 Measure** and **'Wellbeing Objectives'** under the **Well-Being of Future Generations (Wales) Bill**.

Our five key priorities are outlined below.

- **Safeguarding vulnerable people**
- **Improving pupil attainment**
- **Creating a vibrant and viable city and economy**
- **Tackling poverty**
- **Building sustainable communities**

These priorities represent the overriding objectives for the Council. Some services will directly deliver these priorities. Others will make a contribution either on their own or by working in partnership with others.

This Plan does not include everything that we do, the Council provides lots of other services that are important and are valued by residents, but not everything can be a priority. **This Plan focuses on what is most important for Swansea.**

This Plan sets out for each Priority:

- *Why is this a priority?*
- *What needs improving?*
- *What are we going to do?*
- *What difference will our actions make?*
- *How will we measure progress? ¹*

¹ The performance measures in this plan are subject to further development and could change.

Our Values

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

People Focus

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

Working Together

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

Innovation

We will promote and support a culture of innovation. We will think and work differently to improve our ability to deliver and to meet the financial, demographic and societal challenges we face.

Clear plans will be developed across all Services for how these three Values will be delivered and how we will share learning across the Council, as part of our Innovation Programme.

Our Principles

Our Plans and Priorities will be underpinned by three key principles. These principles are essential to deliver our Priorities and will be woven through all that we do.

Sustainability

We will work to improve the economic, social and environmental well-being of Swansea. This means making sure that the needs of the present are met without compromising the ability of future generations to meet their aspirations. It is a key principle at the heart of our *Sustainable Swansea – Fit for the Future* strategy, which is about transforming Council services, ensuring the financial viability of the Council and improving outcomes for residents. As part of this we will continue to engage with and seek the views of residents and service users. The principle of sustainability has prevention and integration at its heart and we will develop long term plans for addressing our Priorities, working with others. We will also ensure that, through this approach, we meet the requirements of the Well Being and Future Generations Bill.

Prevention

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

Partnerships

We will work together with our partners across the public, business and voluntary sectors through the Local Service Board and through other collaborative means in order to meet the shared challenges that face Swansea and its communities. We will take a 'Team Swansea' approach, working as a whole Council to ensure that every service can play a part in contributing to our Priorities and that we share resources and expertise. The needs of our residents and the major challenges facing Swansea can only be tackled through productive partnerships, greater integration of our services and pooling of resources.

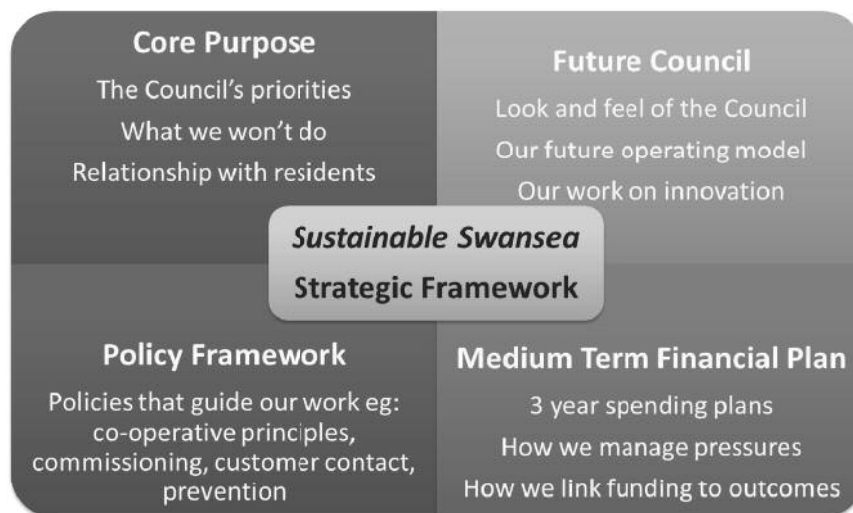
We will expect all Services to demonstrate how these Principles are being used as part of their business planning and day to day service delivery.

Our Delivery

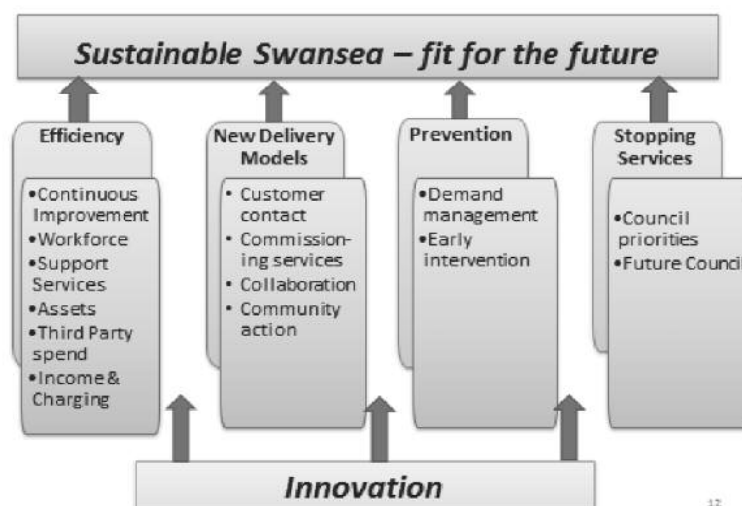
To meet the challenges facing Swansea and to deliver our Priorities we need a sharp focus on resourcing, delivery and performance improvement. This requires a strong programme for change and a clear approach to future funding, our relationship with customers and how we manage and support employees.

Sustainable Swansea – Fit for the Future

The Council's strategic framework for the future is set out within our *Sustainable Swansea – Fit for the Future* strategy. This has four key elements:



Sustainable Swansea has four Workstreams and 14 delivery strands which will deliver the changes we wish to see in support of the Priorities set out in this Corporate Plan:



Our funding

Funding from central government has been cut over recent years and, based upon current estimates, this trend will continue until at least 2020. The Council has already made significant savings in recent years and has reduced senior management by a third.

The latest indications from the Welsh Government are that local authorities should plan for a 4.5% reduction in grant in each of the next 3 years. Taken together with other demographic and service pressures, the estimated funding gap for Swansea Council is £30m for 2015/16, rising to some £70m over the following two years.

To ensure our services are cost-effective, we will review all areas of spend. We will work to ensure that services contain spending pressures within their allocated budgets. We will seek efficiencies before services are cut. We will look for innovative ways to increase our income. We will look at new and innovative models of delivery for services and how communities can be enabled to help themselves. We will ensure that resources are targeted onto areas of disadvantage and on preventative services and demand management.

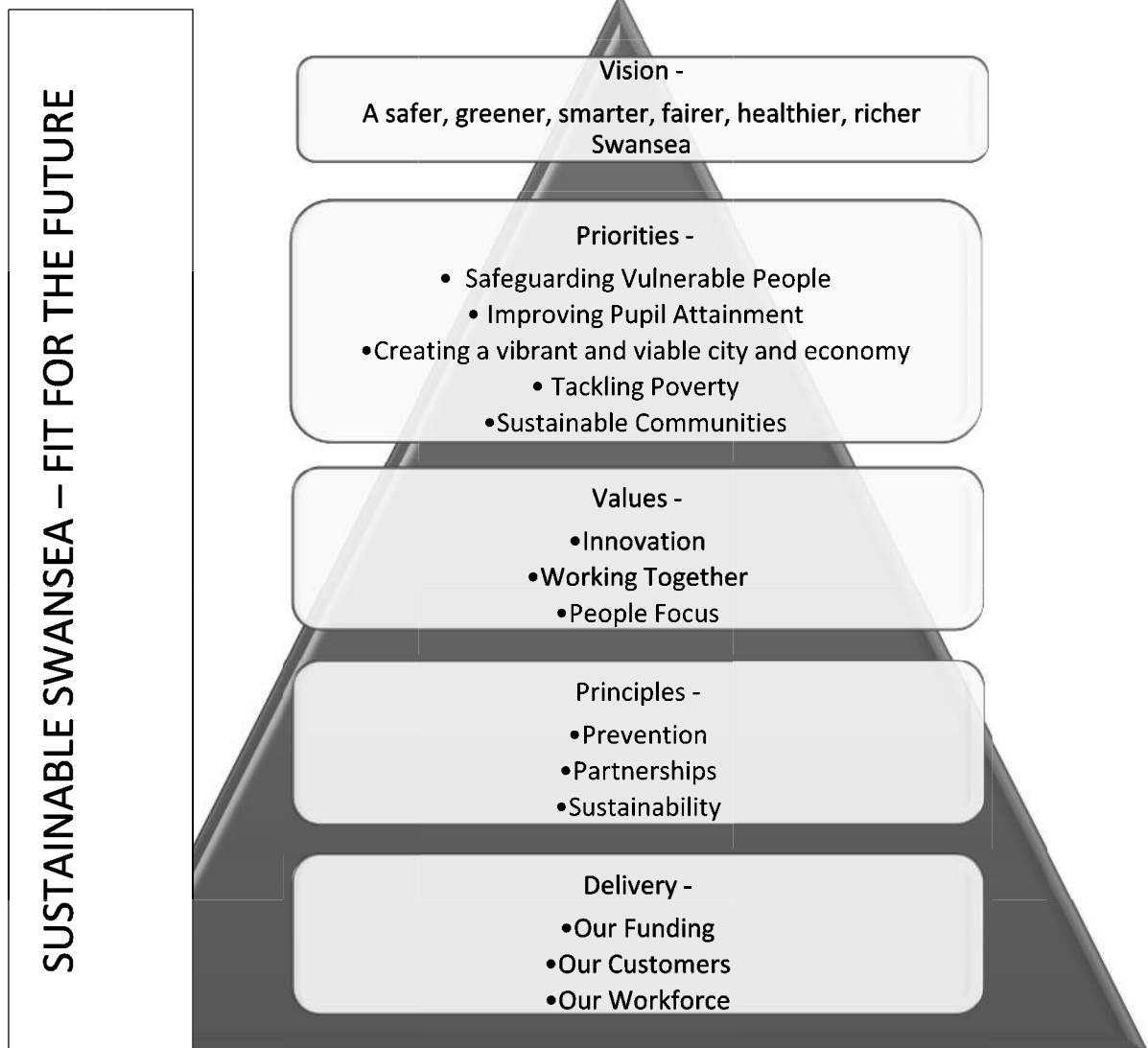
Our Customers

Despite these challenges, there is a reasonable expectation from residents that services will improve. People no longer want a 'one size fits all' approach. They want services that are responsive and adaptable to their needs. They want to access services in different ways and in ways that are more convenient for them. We will shift customer contact to digital self-service channels, whilst promoting digital inclusion. We will use customer insight, engagement and feedback to improve services. We will consolidate our customer services into a single service and we will support customers to use the new contact methods. But the challenges ahead also require a new relationship between residents and public services – which is reflected in Priority 5: Building Sustainable Communities. We will support residents, families and communities to be more self-reliant and resilient and to do more things for themselves.

Our Workforce

The workforce and the culture of an organisation are vital in achieving our aims and overall success. Our employees will need to work differently to meet our challenges and will need to be equipped with new skills and approaches in order to do so and to fulfil their potential. We will embed our corporate values promoting empowerment, innovation and personal responsibility into the organisational culture so that we can improve services and outcomes. We want employees to be aware of risks but not to inhibit innovation. We want an organisation where innovative thinking is enabled, encouraged and rewarded. We want an organisation where employees feel valued and supported and where success is rewarded. We want an organisation where there is a 'no blame' culture and where mistakes are seen as an opportunity to learn and improve.

Our Corporate Plan on a page





Priority One

Safeguarding Vulnerable People

Why is this a priority?

Swansea Council is committed to ensuring that its citizens are free from harm and exploitation, including domestic abuse, child sexual exploitation, human trafficking and modern day slavery. We want people to be able to live as independently as possible, in their own homes. We also want children to stay with their families or be supported in family settings, where it is safe for them to do so.

What needs improving?

Safeguarding vulnerable people needs to be seen as everybody's business in every service within the Council. We also need to raise awareness within our communities and with our partner organisations.

“Safeguarding” is a wider concept than the protection of children and adults and deals with the promotion of:

- Physical, emotional and mental well-being
- Protection from harm and neglect;
- Education, training and leisure;
- Contribution to society and the economy

What are we going to do?

Every organisation working with children, young people and adults should be committed to safeguarding, and to promoting their wellbeing and health.

- We will ensure there is clear understanding amongst staff, volunteers, councillors and those working on behalf of the Council about the corporate safeguarding policy and guidelines for safeguarding children and adults;
- We will ensure that each service in the Council has a clear understanding about how it contributes to safeguarding people and monitors how it does this.

- We will develop and deliver a safeguarding training package to be used across all council services as well as specialist training for councillors.
- We will develop a performance Improvement and reporting framework to measure the impact of the *Corporate Operational Safeguarding* policy.
- We will make sure that the United Convention on the Rights of the Child is incorporated into the Council’s corporate safeguarding arrangements.
- We will ensure that we have effective arrangements for safeguarding and protecting those at risk from significant harm and exploitation , including domestic abuse, child sexual exploitation, human trafficking and modern day slavery
- We will ensure that local citizens know where to go to for advice and assistance regarding any safeguarding concerns they may have.

What difference will our actions make and how will we measure progress?

Outcome	How we will measure progress	Target 2015/16	Target 2016/17
Data Development – key performance indicators and targets to be developed			
Improved awareness of corporate safeguarding policy and arrangement amongst Council employees	Number / % who have received training in safeguarding vulnerable people a) (Targeted) Staff b) Designated Leads c) Elected Members	Data Development - key performance indicators and targets to be developed	
	Number of hits on the Safeguarding Children and Child Protection in the Authority StaffNet web page		
All directorates can evidence that they understand how they contribute to safeguarding people and monitor their effectiveness	Safeguarding is appropriately included in Business plans and risk registers.	Data Development - key performance indicators and targets to be developed	
	Number / % of DBS checks: a) Positive b) Outstanding		

Outcome	How we will measure progress	Target 2015/16	Target 2016/17
All new employees are provided with information about their role in respect of safeguarding	Number / % of new employees completing induction training (e-learning)	Data Development- key performance indicators and targets to be developed	
	% of (survey) respondents had explained to them their responsibilities for safeguarding and child protection explained to them when they first started their role in the Council/School		
Council employees feel confident about how to identify, discuss and report concerns in respect of children and adults	% of (survey) respondents had explained to them their responsibilities for safeguarding and child protection explained to them when they first started their role in the Council/School	Data Development- key performance indicators and targets to be developed	
	% staff (survey) who know who the Lead Councillor is for safeguarding		
	% staff (survey) who know who their departmental Designated lead for safeguarding is		
	Number / % of referrals in relation to Safeguarding: a) Whistleblowing b) Complaints c) Anonymous referrals d) Contracting		
Effective arrangements are in place for safeguarding and protecting those at risk from significant harm and exploitation	Number of best interest assessments for Adults that lack capacity	Data Development- key performance indicators and targets to be developed	
	The number of services in escalated concerns		
	Number of children who are disabled and in the child protection system		
	Number of child / adult practice reviews		

Outcome	How we will measure progress	Target 2015/16	Target 2016/17
Effective arrangements are in place for safeguarding and protecting those at risk from significant harm and exploitation	Number / rate of safeguarding referrals a) Adult Social Services b) Child & Family Services	Baseline within normal range/ month a) 100-150 b) 100-150	a) & b) To reduce referrals by 5%, through better general awareness, and preventative measures
	a) Number/ children on the CPR b) Rate per 1000 (0-17 population)	a) 200-250 b) between 40-60	a) 200-250 b) between 40-60
	Number / % of children on the CPR who have been de-registered and then re-registered.	12-16%	10-15%
	% Children who are subject to Child exploitation concerns, where risk managed	100%	100%
	% of missing children looked who returned safely within 24hrs	Baseline to be set	90-100%
	Number / % of Safeguarding decisions taken within 24 hours: a) Adult Social Services b) Child & Family Services	a) Baseline to be set b) 100%	a) 100% b) 100%
	% of (Adult Social Care) safeguarding referrals where the risk has been managed	a) 90%	b) 92%
	% safeguarding referrals where risk managed, relating to person who lacks capacity, under Mental Capacity Act	a) Baseline to be set	b) Target to be set following baseline



Priority Two

Improving pupil attainment

Why is this a priority?

We want every child and young person in Swansea gain the skills and qualifications they need to succeed in life. Currently too many children and young people are not attending school regularly and are not achieving the skills and qualifications that they need to go on into further education, employment or training.

What needs improving?

We need to ensure that all children and young people attend school regularly so that they have a better chance of improving their skills and qualifications. Educational outcomes in Swansea have shown good improvement in recent years. The focus on improving outcomes for ALL children and young people remains. Raising aspirations and effective work will stop poverty and disadvantage holding back improvement and opportunities.

What are we going to do?

Schools with low attendance will be challenged to improve. Officers of the authority will work with each of these schools to ensure they know what they have to do to improve.

The focus on improving literacy in English and Welsh at all ages will remain so that pupils are able to read and follow the curriculum. Pupils' success will be monitored at the end of key points in statutory education up to age 16.

Schools with low performance will be challenged to improve. There will be an increased emphasis on schools helping each other as well as being supported by the authority

What difference will our actions make and how will we measure progress?

Outcome	How we will measure progress	Target 2015/16 (Academic Yr 2014-15)		Target 2016/17 (Academic Yr 2015-16)	
Improved pupil educational attainment	Improved primary school attendance rates	94.6%		94.7%	
	Improved secondary school attendance rates	93.5%		93.6%	
	Improved attainment at age 16 as measured through the Level 2 Inclusive of English/Welsh & Maths	57%		58%	
	ENGLISH and WELSH assessments and tests	English	Welsh	English	Welsh
	Foundation Phase	84.4%	89.8%	85.4%	90.0%
	KS2 Level 4+	90.4%	91.7%	91.4%	91.7%
	National Literacy Tests for Years 2-9 combined – Standardised score 85+ / Wales ranking	Improve from the 2013-14 baseline of 84.9 / 6th	Improve from the 2013-14 baseline of 84.5 / 13th	Improve ²	
	National Numeracy Tests for Years 2-9 combined – Standardised score 85+ / Wales ranking	Procedural Improve from the 2013-14 baseline of 84.7 / 9th	Reasoning Improve from the 2013-14 baseline of 84.5 / 8th	Improve ¹	

² 2013-14 was the first year of testing with robust outcomes so cannot set quantifiable targets yet



Priority Three

Creating a vibrant and viable City and Economy

Why is this a priority?

Swansea is at the heart of the City Region and the future success of the region depends on a vibrant and viable City Centre. A thriving mixed use City Centre will support the prosperity of our citizens and help to deliver the anti-poverty ambitions for Swansea.

What needs improving?

- Attractiveness and vibrancy of the City centre
- Creating better quality retail, office, leisure, & residential floor space
- Creating more and better quality jobs
- Helping the long-term unemployed and economically inactive into jobs.
- Creating a destination for visitors, shoppers, businesses and residents
- Consolidating the City Centre's role at the heart of the city region

What are we going to do?

To Realise the Potential, we will:

- work to deliver physical regeneration of the City Centre in line with our revised City Centre Strategic Framework – in particular, property construction and enhancement and delivering enabling infrastructure to support site development
- secure regional, Welsh Government and European funding support for the regeneration of the City Centre
- expedite the completion of development briefs, marketing of sites and appointment of developers
- attract new indigenous and inward investment development
- create employment and training opportunities through the application of Beyond Bricks and Mortar
- recognise the importance of a competitive digital infrastructure to support the city's economic growth, investment and productivity gains.
- envisage that footfall will increase over time as a consequence of investment.

What difference will our actions make and how will we measure progress?

Outcome	How we will measure progress	Target 2015/16	Target 2016/17
Vibrant new retail and leisure development at St David's	Market site and select preferred developer. Secure planning consent.	Site marketed/ developer selected -1	Planning Consent secured - 1
Better quality commercial floor space enabling the provision of increased employment	Tracking development and recording floor space	1,000sqm of floor space created	1,000sqm of floor space created
Employment & training opportunities created	Monitored by Beyond Bricks & Mortar	200 training weeks provided	950 training weeks provided
Improved City living opportunities	Housing Land Availability monitoring	55 new units Created	90 new units Created



Priority Four

Tackling Poverty

Why is this a priority?

Our vision is that Swansea citizens will be aspirational and have the confidence and resources to make their aspirations a reality. We want everyone, regardless of where they live, to live in a vibrant, supportive place, where they feel proud to belong to the community. We want people to have aspirations for their communities and families that are challenging, rewarding and uplifting. We want to have communities of ambition, where young people strive for a better future, and get the help and support they need to make it a reality. We want to provide strong role models for children and adults, from whom they can learn and with whom they can try out new options for themselves, which may have been beyond their wildest dreams. Most of all, we want people to be proud to be a part of the place that is Swansea.

For the purpose of the Welsh Index of Multiple Deprivation, Wales is divided into 1896 Lower Super Output Areas (LSOAs). Swansea has an above average share of LSOAs featured in the top 10% most deprived in Wales, with 17 (12%) of its 147 LSOAs now ranked in the top 190 (10%) most deprived. The degree of inequality in Swansea can be expressed by the fact that Swansea also has the third most affluent LSOA in Wales.

What needs improving?

The Council needs to do things differently, and to ensure that the whole organisation is focused on efforts to tackle poverty. The recently approved Tackling Poverty Strategy outlines three key areas for the Council to develop:

- Empowering Local People
- Changing Cultures
- Targeting Resources.

Specific areas of improvement are outlined in the Strategy Action Plan under each of these headings. The outcomes we are seeking to change are outlined below.

What are we going to do?

The Council has developed a Tackling Poverty strategy and Action Plan which focuses on a clear set of activities to tackle poverty and involve those who are experiencing it.

We will;

- Seek to re-direct resources to support this agenda
- Introduce a partnership to better co-ordinate services at a local level
- Seek to relocate more of our workforce into the community
- Introduce high profile opportunities for people who experience poverty to challenge faith, business and civic leaders
- Devise more opportunities for local people to have greater say on what happens in their area.
- Continue to further develop our existing work in this area through a number of programmes such as Communities First, Families First and Flying Start.

What difference will our actions make and how will we measure progress?

We will monitor the Tackling Poverty action plan to ensure the Council is delivering its key objectives, as outlined above. The measures below list the progress the Council will make, with the Tackling Poverty Performance Framework involving partners in the delivery of the outcomes which are listed below.

Outcome	How we will measure progress	Target 2015/16	Target 2016/17
Children have a good start in life - Children are ready for school and ready to learn	Finalising and delivering the Readiness for School Strategy (Early Years Strategy)	Delivery of the action plan	Narrowing the gap in the CDAP data between deciles 1-10.
Young people and adults have good jobs Young people are in work	Implementation of the Youth Progression and Engagement Framework	Development and provision of the Lead Worker role for Young people and their families	The most vulnerable young people are receiving support
	Number of young people not in Education employment and training age 16-18 years	NEET rate 3.7%	NEET rate 3.5%

Outcome	How we will measure progress	Target 2015/16	Target 2016/17
People have a decent standard of living – People are claiming appropriate benefits More people are supported who are facing Welfare Reform changes	Development of the Local Delivery Plan for the roll out of Universal Credit	Single claimants on JSA transition onto Universal Credit within minimal disruption and debt	Further roll out of residents onto UC is planned with partners and implemented
	Number of staff trained in welfare rights and benefits advice – Universal Credit	600	700
People are healthy, safe and independent - fewer people are affected by crime Purple Flag Award	Achievement of the Purple Flag award – for a healthy nightlife	Awarded the Purple Flag award	Maintenance of the Purple Flag award, and on-going improvements in the city's healthy nightlife
Swansea is reducing and mitigating the impacts of poverty through the delivery of the tackling poverty strategy	Delivery of the tackling poverty action plan	40% of activities started within the first year	80% activities started within the second year



Priority Five

Building Sustainable Communities

Why is this a priority?

We need to build and support sustainable communities because this will result in better outcomes for people and reduce the cost of services. Sustainable Communities are ones people want to live, work and bring up their families within. These are communities in which vulnerable find support, people run businesses, and families work well and stay together.

Current models of service delivery are unsustainable and do not always provide the best outcomes for people. Swansea is changing and residents' needs are changing too. Transformation of services is vital to meet the challenges of the future and this is made more urgent by the significant budget cuts we are facing.

We also need a new relationship between residents and public services. Residents, families and communities need to be more self-reliant and resilient and to do more things for themselves. Planning policy and our approach to asset management needs to ensure that communities can be sustained and that they have the assets they require

What needs improving?

There are six main areas where sustained and long term change is needed:

- Supporting people and communities to help themselves and to run more local services
- A significant focus on early intervention and preventative actions
- A new understanding with residents about the future role of the Council and what we will and will not do in the future
- System wide change, working with partners across Swansea
- Ensure that our Planning Policy and Local Development Plan contribute towards building communities which remain cohesive and viable.
- Ensuring that community assets (people and places) provide the most effective and efficient way of providing services to those that need them most.

What are we going to do?

We plan to:

- Implement a range of new schemes using a Prevention Budget aimed at reducing the need for services over the longer term.
- Promote independence to keep people living at home or in the community for longer and reduce admissions to residential care.
- Work with the voluntary and community sector in Swansea to promote community action, build capacity and develop projects for communities to run services, manage assets and build cohesion
- Undertake further widespread community engagement about the future role of the Council and what we expect residents, families and communities to do in the future to support themselves
- Agree a new approach to service integration, pooled and community budgets and joint delivery with the Local Service Board.
- Through our Planning Policy and the Local Development Plan ensure that development is sustainable and communities have the assets and support that they need.
- Commit to undertake area reviews of all assets and explore opportunities for community asset transfer.

What difference will our actions make and how will we measure progress?

Outcome	How we will measure progress	Targets 2015/16	Targets 2016/17
More people running local services	Number of projects in each Ward	Baseline to be set	To be decided
	Number of successful bids from the Community Transformation Fund	Baseline to be set	To be decided
More people living at home or in the community	Number of projects in the Prevention Budget achieving their objectives	All projects in the Prevention Budget to be independently evaluated for value for money	To be decided
	% of adult clients who are supported in the community during the year	To be decided following the completion of the Older Person's Review	To be decided

Outcome	How we will measure progress	Targets 2015/16	Targets 2016/17
People live in resilient communities ³	% of people across Swansea who believe they live a good place	Not less than 89%	More than 89%
	% of people who believe that they can take part in decisions affecting their neighbourhood	Not less than 28%	More than 28%
	% of people who believe that people from different cultures get on well together	Not less than 76%	More than 76%
Increase in multi-agency working	Number of joint locality teams	3	3
	Number of local area co-ordinators	3	13
	Amount of pooled budgets	Develop the methodology	To be decided
Planning Policy supports sustainable communities	Progress the adoption of the Swansea Local Development Plan (LDP)	Prepare and submit the Deposit LDP to Welsh Government for independent examination	Adoption of LDP
Community asset reviews completed	Area reviews of assets and explore opportunities for community asset transfer	-	Complete by June 2016

³ This outcome will be achieved by partners working together. Targets are provisional pending partnership agreement.

Next Steps

How we will monitor progress

- As part of the regular performance improvement framework, the Swansea Performance Dashboard.
- Monthly reports to Performance & Financial Monitoring Meetings and Executive Board.
- Council's Poverty Forum – Action plan and performance framework within the Poverty Strategy.
- Accountability for delivery built into the Objectives for Cabinet Members and Directors/Heads of Service.

How we will report achievements

- Quarterly through Cabinet
- Six monthly report to Council
- Annual Review of Performance
- Via the Council's website to publicise achievements using case studies

When and how this plan will be updated

- Annual update, approved by Council

Other useful information eg: how this links with the One Swansea Plan

- The Priorities in this Corporate Plan are closely linked to the *One Swansea Plan* and are informed by the joint needs assessment
- All of the actions will require collaboration with our partners to achieve the outcomes, including our joint approach on community engagement
- We will work with the Swansea Local Service Board to ensure that this happens

Appendix – Swansea Profile and Challenges

Swansea is the second largest city in Wales and the regional centre for South West Wales. It is situated in the middle of the South Wales coastline and is bordered by Neath Port Talbot in the east and by Carmarthenshire in the west.

It covers a land area of 378 square kilometres and can be broadly divided into four geographic areas; the open moorlands of the Lliw Uplands in the north, the rural Gower Peninsula in the west including the Gower Area of Outstanding Natural Beauty (AONB), the suburban areas stretching from the edge of Swansea towards settlements in the west and around the M4 corridor and the coastal strip around Swansea Bay.

Swansea's natural environment is of outstanding quality and is one of the most biodiverse Counties in the UK. Approximately 17% of the County's area is protected by European or National designations such as Special Protection Areas (SPAs), Ramsar Sites and Sites of Special Scientific Interest (SSSIs). A further 30% has been identified as being of significant local ecological interest, including Local Nature Reserves and Wildlife Trust reserves.

Key demographics

The total population of the City and County of Swansea currently stands at 240,300 (Mid-Year Estimate 2013), indicating an increase of 0.3% (700) compared to the 2012 estimate. Swansea is now has the second largest local authority population in Wales after Cardiff and has experienced 11 consecutive years of growth since 2001.

The key driver of population growth in Swansea is migration, with the majority of growth each year being driven by either internal/UK migration⁴.

The proportion of people aged between 20-24 yrs has increased by 31.4% over the last 10 years, linked to increasing levels of student migration, including those from overseas.

However, Swansea's population is also ageing with a significant increase in people aged 65 yrs+ between 2001 and 2012. In addition, Swansea has a higher proportion of elderly people aged 80 yrs than the average for Wales and the UK.

Although the proportion of people from a non-white ethnic group living in Swansea is relatively low at 6% of the total population, it is higher than the current average for Wales at 4.4% and has increased by 198% (9,500) between 2001 and 2012. The largest non-white ethnic groups in Swansea are; Chinese (0.9%) and Bangladeshi (0.8%) communities.

⁴ Although there has been a small increase in the birth rate since 2008.

Currently there are 104,000 resident households in Swansea, indicating an increase of 9.3% (8,900) households since 2001 and slightly higher than the average rate of household growth for Wales at 7.5%.

The most common household structure in Swansea is single 'adult' households, followed by two person households (no children). The number and proportion of single parent families (1 adult and 1 or more child) has increased between 2002 and 2012 and currently represents 11.7% of all households in Swansea.

Economic activity and employment rates in Swansea are below the Wales average and even further below equivalent UK rates (although the large number of students in Swansea does have an effect on these figures). The proportion of people in Swansea who are economically active in Swansea has increased between 2001 and 2011, although this is slightly lower than the current average for Wales.

Of the 101,700 people currently in employment living within Swansea, almost 9 out of 10 people (91,000) are employed within the service sector. Almost a third of people in employment (32,000) work within the Public Sector, which is higher than both the average for Wales at 26.1% and the UK.

Overall, the number and proportion of people claiming Jobseekers Allowance in Swansea over the last 10 years has fallen significantly but lower than the equivalent reductions for Wales and the UK. In Swansea, there are more claimants of Employment and Support Allowance (ESA) and the earlier incapacity benefits (IB/SDA) than both the average for Wales and the UK.

The Welsh Index of Multiple deprivation (WIMD) 2013 indicates that Swansea has an above average share of its LSOAs (17 out of 147, or 12%) featuring in the top 10% most deprived in Wales. Only 7 of Wales' 22 local authorities have a higher proportion of deprived LSOAs. Overall, levels of deprivation in Swansea are most significant in respect of the Education, Income and Health domains, with lower than average levels of deprivation in the Access to services, Housing and Physical environment domains.

Over the last ten year period, life expectancy in Swansea has increased by around 2 years for both males and females. However, statistics from the Public Health Wales Observatory (2005-09) suggest that Swansea has a life expectancy gap between the most and least deprived areas of around 12 years for males and 7 years for females. The healthy life expectancy gap is nearly 23 years for males and 15 years for females.

Almost 1 in 4 people (23.3%) living in Swansea have a long terms health condition, or disability which is slightly above the average for Wales at 24.7%, but lower than the proportion in 2001 at 24.7%. 1 in 8 (12.7%) people living in Swansea currently provide unpaid care to a relative or friend. Approximately 43% of people who provide unpaid care, provide 20 hours or more of care each week.

Challenges

Key challenges for Swansea include attracting economic investment, the regeneration of Swansea's city centre and communities across Swansea, the creation of high quality employment opportunities, demographic pressures and an increasing demand for public services, against a backdrop of significant reductions in funding to public spending.

There is an increasing level of demand for public services – linked to the recession, welfare reforms and an aging population - placing greater pressure on health and social care services at the same time that budgets for public services are facing unprecedented cuts.

Related pressures for public services include attempts to manage demand, improving efficiency, prevention and early intervention, new models and cultural change programmes with both its workforce and customers.

One of the most entrenched challenges facing Swansea is reducing the inequalities in health, education, employment and life chances between people living within different communities in Swansea, which has recent been starkly illustrated by research undertaken by Public Health which found a 12 year differential in terms of life expectancy between people living in the east and the west of the city.

Where to find additional information: -

Delivering for Swansea Corporate Plan 2015/17

If you have any questions or comments on the content of this plan, you can contact Performance & Delivery by: Email to improvement@swansea.gov.uk Telephone 01792 636000.