



Delivering a Successful & Sustainable **Swansea**

The City and County of Swansea's
Corporate Plan 2020/22



Cyngor **Abertawe**
Swansea Council

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Sustainable Swansea***

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Foreword

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

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

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

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

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

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

Cllr Rob Stewart
Leader of the Council

Phil Roberts
Chief Executive

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

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

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

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

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

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

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

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

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

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

The annual refresh of the Corporate Plan has provided an opportunity to update relevant information where necessary for 2020/22; at the same time, steps to implement objectives have been consolidated where the occasion has presented itself.

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.

Strategic Equality Plan 2020-24

There is a close correlation between the Council's Corporate Plan and Well-being Objectives and the Council's Strategic Equality Plan and Equality Objectives. A new Strategic Equality Plan will be published during 2020/21. There will be closer alignment between many of the steps to deliver both the Council's Equality and Well-being Objectives as we pursue integration, seek to improve well-being and strive towards a more equal Swansea and a more equal Wales.

2. Summary of Well-Being Statement

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

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

The challenges ahead

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

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

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

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

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

- **Safeguarding people from harm** – so that our citizens are free from harm and exploitation.
- **Improving Education & Skills** – so that everyone in Swansea gains the skills and qualifications they need to succeed in life.
- **Transforming our Economy & Infrastructure** – so that Swansea has a thriving mixed use City Centre and a local economy that will support the prosperity of our citizens.
- **Tackling Poverty** – so that every person in Swansea can achieve his or her potential.
- **Maintaining and enhancing Swansea's Natural Resources and Biodiversity** – so that we maintain and enhance biodiversity, reduce our carbon footprint, improve our knowledge and understanding of our natural environment and benefit health and well-being.

- ***Transformation & Future Council development*** – so that we and the services that we provide are sustainable and fit for the future.

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

How we will work – our values and principles

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

Our Values

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

- ***People Focus***

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

- ***Working Together***

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

- ***Innovation***

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

Our Principles

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

- ***Sustainability***

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

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

As part of this, we will continue to engage with and seek the views of residents and service users. The principle of sustainability has prevention and integration at its heart and we will develop long-term plans for addressing our well-being objectives,

working with others. We will also ensure that, through this approach, we meet the requirements of the *Well Being of Future Generations (Wales) Act 2015*.

- **Prevention**

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

- **Partnerships**

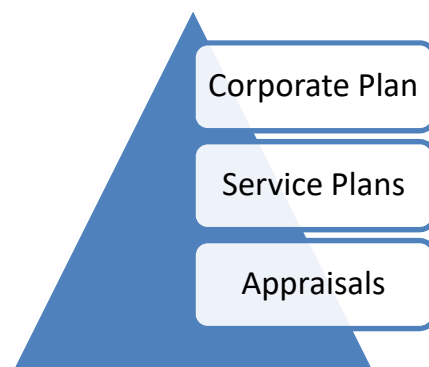
We will work together with our partners across the public, business and voluntary sectors through the Public Service Board and through other collaborative means in order to meet the shared challenges that face Swansea and its communities.

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

Our Delivery – the steps

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

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



Our Delivery – sustainable ways of working

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

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

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

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

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

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

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

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

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

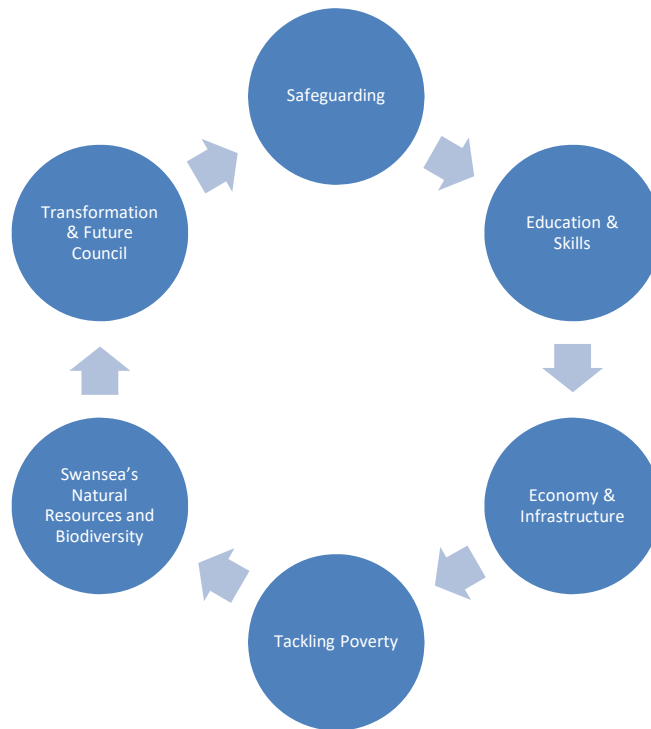
The Council needs to continue to develop its preventative approach and has to that end developed a *Prevention Strategy*. This strategy will further embed early intervention and prevention into the Council's business and place an even greater focus on improving well-being.

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

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

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

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



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

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

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

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

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

- **Working in collaboration with others**

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

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

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

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

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

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

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

Involving people in our well-being objectives

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

respectively. The results from this involvement helped shape our revised Corporate Plan and well-being objectives.

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

Economic prosperity and regenerating the city centre

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

Environmental challenges

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

Health, social care and well-being

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

Cultural, social and community cohesion

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

Public services and involvement in decision-making

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

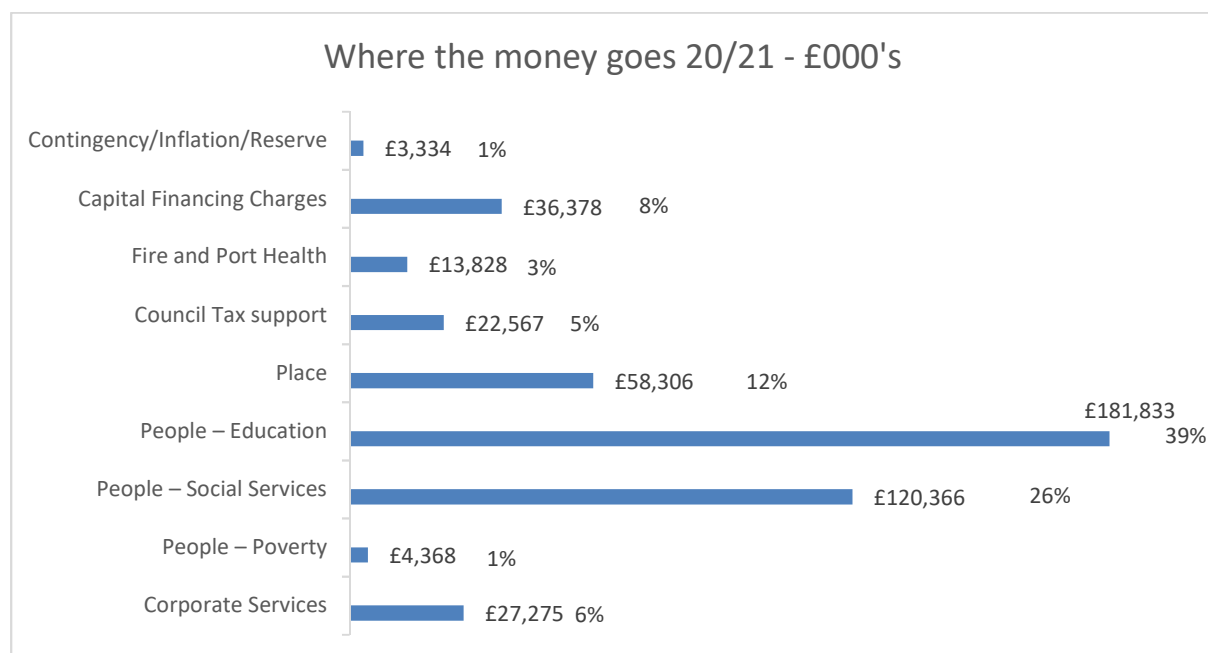
The Council undertook another survey as a guide and ‘temperature check’ to help inform the refresh of the Corporate Plan and well-being objectives for 2018/22. Respondents were asked their views about the Council’s existing well-being objectives and whether they were the right objectives to improve well-being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

Overall, the results of the survey show a relatively high level of support amongst the respondents for the Council’s existing well-being objectives and the proposed actions the Council are planning to take to realise these objectives; more than 9 out of 10 respondents agreed that the Council’s well-being objectives were the right objectives for Swansea.

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

Our Budget – resourcing our well-being objectives

Following consultation with staff, the public and other stakeholders, a report on the budget goes to Cabinet and is then discussed at a meeting of full Council. The Council has over £400 million to spend. The vast majority of this money comes from the Government and grants, and we raise further money from council tax and income. This is how it is currently allocated (2020/21 budget):



Public consultation on 2020/21 budget will be underway by the Autumn. Although the amount of money we receive from Welsh Government could well be relatively flat in cash next year, there will need to be much larger savings to offset our forecast of £20million plus of additional expenditure, which is outside our control such as rising price inflation, unfunded national pay awards and demographics.

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

We raise over £120million in council tax each year, but this is barely enough to cover the cost of our social services, let alone all the other services we provide. The overall cost of Council services means simply raising Council Tax alone is not an option. So we have to take other steps.

3. Our well-being objectives

The next part of the Plan sets out our well-being objectives for 2020/22. Each objective is described in detail under the following headings:

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

Safeguarding people from harm

Why this priority is a well-being objective.

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

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

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

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

- Continue to ensure that effective safeguarding arrangements are in place to protect those at risk from significant harm and exploitation.
- Continue to ensure that safeguarding is 'everyone's business' across the Council, within schools, with partners, and through West Glamorgan Safeguarding Board, to ensure we collaborate and intervene on wider, emerging issues, such as County Lines, Modern Slavery, Human Trafficking, Bullying in Schools, Hate Crimes, and the PREVENT strategy.

- 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.
- Continue to target a Safe Looked After Children (LAC) strategy by implementing Child and Family service improvements, and through the Corporate Parenting Strategy to improve outcomes for looked after children and care leavers.
- Through a Getting It Right for Every Child programme, we will implement a new whole system, integrated approach to focus early help and prevention services to improve well-being for children and young people, and support to families.
- Continue to involve children in getting their voice heard, and Adults and Carers about the services they receive, by improving our model of social work practice that focusses on a person's strengths and assets, what matters to them, what their families and friends can do to help, and by coproducing plans to achieve better outcomes.
- Work with partners to raise awareness around domestic abuse and put in place effective and timely interventions and support.
- Address social isolation and enhance quality of life of older people, within supportive communities by extending local area coordination and the range of support and preventative opportunities.
- Supporting our most vulnerable adults to remain safe and independent at home, by implementing the Adult Service model and rebalancing our service offer to focus on prevention, reablement, and recovery, including Community and Residential Reablement services, a new model of delivering domiciliary care and implementing the 'Hospital to Home' model.
- Improve the well-being outcomes of young carers and care leavers, through a range of interventions, including Information, advice and improved access to support services.
- As a Dementia Friendly City, Charter for Older People, and through the Ageing Well strategy, we will support Swansea citizens who are affected to feel valued, to contribute and participate in mainstream society, and to remain safely in their own homes

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

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

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

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

How we will measure progress.

- Mandatory safeguarding training.
- Timeliness dealing with children and adult safeguarding referrals, enquiries and assessments.
- Children in need, children looked after and children on the child protection register.
- Adults and children receiving care and support to meet their well-being needs.
- Rate of carers receiving an assessment of their needs.
- People who have completed reablement receiving no care or less care six months later.
- Timeliness completing Deprivation of Liberty Safeguarding Assessments.
- Rate of delayed transfers of care from hospital to social care.
- Number of requests for Local Area Co-ordination.

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

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

Improving **Education & Skills**

Why this priority is a well-being objective.

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

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

- We want to provide our young people with the skills and opportunities arising from the City Deal, ensuring they have success in the STEM subjects (science, technology, engineering and mathematics), digital skills such as computer coding and creative industries.
- School estate that is fit for the 21st century

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

- Continue to support and challenge schools to improve attendance and pupil performance, with a focus on improving literacy (in English and Welsh), numeracy and digital competency for all children of all ages, including those who LAC, EOTAS or have additional learning needs.

- Meet demand for Welsh-medium education and promote the use of Welsh in schools and socially through the *Welsh in Education Strategic Plan*.
- Continue to involve children and young people in their education and community through *Schools Councils* and *Big Conversation* engagement events. By continuing to encourage schools to become *UNICEF Rights Respecting Schools* as part of our commitment to the UNCRC, develop young citizens to respect rights, understand responsibilities and to be globally aware and responsible citizens.
- 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.
- 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. We will, by using our school building and maintenance programme, reduce our carbon footprint.
- Align our education system and continue to develop and enhance partnerships 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. We will encourage schools to support each other.
- 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

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

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

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

- *Preventing problems from occurring or from getting worse* – improving school attendance and equity in providing education and learning achievement so that pupils improve their skills and qualifications that they need to go on into further and higher education, training or employment.

- *Addressing long-term challenges* – ensuring the school curriculum in Swansea provides pupils with the skills and qualifications for the future and contributes to the success of the Swansea Bay City Deal in raising prosperity.
- *Working in partnership with others* – work with local authorities through the regional arrangements to support school improvement services.
- *Avoiding conflicts between public body objectives* – creating synergy between Council objectives and economic development.
- *Involving people* – involving pupils in their education through *Pupil Voice* and *Schools Councils* and *Big Conversation* events in order to demonstrate we value these key stakeholders.

How we will measure progress.

- Pupil attendance at school, including pupils receiving free school meals.
- Pupil achievement at Foundation Phase.
- Pupils achievement at the end of Key Stage 4, including pupils receiving free school meals, children looked after by the Council, pupils educated other than at school and pupils from areas classed as being in the 20% most deprived of all areas in Wales.
- Pupil take up and attainment in Mathematics and Science subjects at the end of key stage 4.
- Pupils studying Welsh at Key Stage 4
- Timeliness completing statutory Statements of Special Educational Needs.
- Young people known to be NEET at 16 years of age.
- Apprenticeships in the Council and the wider community.
- Training weeks secured for the economically inactive or unemployed through community benefit clauses in contracts.

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

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

Transforming our **Economy & Infrastructure**

Why this priority is a well-being objective.

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

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

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

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

- Take advantage of the opportunities presented by the City Deal and continue the regeneration of the city centre and work with partners to implement the City Deal to invest in digital infrastructure and support investment, innovation, growth, jobs, skills and productivity.
- Promote and enhance a diverse and sustainable local economy. For example, work collaboratively through the *Regeneration Swansea* Partnership to progress Swansea's economic regeneration agenda including delivery of the Targeted Regeneration Investment Programme, and through the implementation of 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.

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

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

How we will measure progress.

- Timeliness assessing planning applications.
- Approvals of major planning applications.
- Housing units and commercial floor space created in the city centre.
- Value of inward investment into Swansea.
- Tourism spend.
- Projects containing community benefit clauses in contracts and number of training weeks created.
- Deliver the Corporate Energy Strategy
- Carbon reduction in Council buildings.

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

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

Tackling Poverty.

Why this priority is a well-being objective.

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

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

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

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

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

- Continue to implement the *Poverty Strategy* and ensure that tackling poverty is everybody's business.
- Target resources to maximize access to opportunity and prosperity and focus on utilising data to target support, employability and financial inclusion.
- Support the establishment of a Poverty Truth Commission to bring together key decision makers with people who have direct lived experience of poverty to work together to bring about change.
- 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 and promote access to affordable credit.
- 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.
- 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 by implementing the Council's Homelessness Strategy 2018-22.

- 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.
- Continue to implement the *Community Cohesion Delivery Plan* to promote cohesive and inclusive communities in Swansea.

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

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

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

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

How we will measure progress.

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

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

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

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

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

Why this priority is a well-being objective.

- We shall seek across the range of the Council's responsibilities, as appropriate, to maintain and enhance biodiversity, reduce our carbon footprint, and improve our knowledge and understanding of our natural environment, thus benefiting our health and well-being.
- Swansea is one of the most ecologically rich and diverse counties in the UK. Its unique variety of habitats and species and wonderful range of parks, greenspaces, nature reserves, beaches and landscapes needs to be maintained, enhanced and sustainably managed for the benefit of everyone now and into the future.
- Our future survival and quality of life is dependent on a healthy resilient natural environment and the multiple benefits it provides to society.
- Our natural environment and biodiversity is under threat and in decline due to unsustainable human activities. Habitats and species are being lost at an alarming and unsustainable rate.
- We urgently need to tackle climate change by reducing our use of carbon and by maintaining and enhancing resilient ecosystems and a strong green infrastructure network to help us mitigate for and adapt to the pressures of climate change.
- A Climate Emergency has been declared by Swansea Council formally recognising the need for action and reporting on progress via this well-being objective.
- We have a legal duty under the Environment (Wales) Act 2016 and under the Well Being of future Generations Act 2015 (Resilient Wales goal) to protect and enhance biodiversity and maintain resilient ecosystems, and to report our progress to Welsh Government.
- Evidence shows that contact with nature has significant benefits for people's physical and mental health.
- Our future prosperity and well-being is dependent on a healthy resilient natural environment.
- We need to work with nature to improve the quality of our air, water and soils.
- We want everyone to understand and appreciate the unique value and fragility of Swansea's outstanding natural environment and to play their part in looking after and enhancing it.
- Our ambition is for everyone in Swansea to have access to and to benefit from an ecologically diverse, attractive, well managed and resilient natural environment.

- We want to halt and reverse the loss of biodiversity so that its contribution to Swansea's economic and social well-being is not lost or reduced.
- We aim to create a greener more sustainable, ecologically diverse and resilient county, where its unique natural environment is recognised as one of its most valued and distinctive assets.
- We have a moral responsibility to look after biodiversity for its own intrinsic value.

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

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

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

- Develop, adopt and implement a Corporate Biodiversity (Section 6) Action Plan.
- Work with partners to develop and deliver a Green Infrastructure Strategy for Swansea.
- Develop and adopt a Council tree policy.
- Begin to map existing Green Infrastructure assets and ecosystem service provision, and identify areas, which provide the best opportunities for improvement.
- Undertake a preliminary biodiversity audit of Council owned land and where possible manage our corporate assets for the benefit of biodiversity and natural resources.

- Work with partners to develop and implement opportunities to enhance biodiversity and improve ecological connectivity.
- Work towards creating a low carbon economy, which promotes renewable energy and takes actions to reduce our carbon footprint.
- Delivery of the Energy Strategy to reduce costs, provide cheaper energy and reduce our carbon footprint.
- Act in response to the Climate Emergency.
- Continue to participate in and support the Low Carbon Swansea Initiative.
- Support initiatives that will increase Swansea’s urban tree cover.
- Improve awareness and understanding of our natural environment through provision of information, training and events.
- Provide opportunities for schoolchildren to access and learn about their natural environment.
- Work towards improving access to and maintaining the quality of our parks and greenspaces.
- Continue to deliver a programme of wildflower planting and management.
- Engage with local communities to encourage volunteering and to support them taking action to enhance and maintain their local greenspaces and wildlife sites.
- Take actions that help to control invasive non-native species
- Undertake (selected or targeted) enhancements to greenspace as part of an environmental works programme to meet our commitment to the Welsh Housing Quality Standard.
- Minimise our use of non-recyclable products and materials, and recycle more waste.

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

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

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

- *Preventing problems from occurring or from getting worse* – By halting the decline of biodiversity and maintaining and enhancing a resilient natural environment, we will maintain vital ecosystem services (e.g. flood alleviation, air and water quality, carbon storage and pollination) and help to maintain people's health, well-being and quality of life. By helping people to understand the causes of problems and how by working together with nature, we can prevent problems occurring. By ensuring compliance with legislation and avoiding consequences of non-compliance.
- *Addressing long-term challenges* – We want to halt the loss of biodiversity, promote healthy resilient ecosystems, and strengthen green infrastructure to adapt to and mitigate for the impacts of climate change, and ensure that our natural environment and the benefits and services it provides are protected for the benefit of future generations.
- *Working in partnership with others* – We will continue to support and collaborate with others to co-ordinate delivery of actions and maximise use of resources.
- *Avoiding conflicts between public body objectives* – By raising awareness of biodiversity and ensuring that it is taken into account at the early decision-making /design stages of plans and projects, the potential for conflict will be reduced.
- *Involving people* – We will build capacity and achieve more by involving and supporting the local community to participate in identifying and delivering initiatives that maintain and enhance the natural environment. More people will be enabled to access and enjoy their natural environment.

How we will measure progress ².

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

² Provisional pending data development.

- We will record the number of biodiversity related training courses and the number of people participating.
- We will establish a Corporate Biodiversity Working group to monitor progress towards delivering the Section 6 plan.
- Deliver the Corporate Energy Strategy
- Carbon reduction in Council buildings
- Recycling rates.

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

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

Transformation & Future Council development

Why this priority is a well-being objective.

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

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

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

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

- Update the Council's *Sustainable Swansea – Fit for the Future* modernisation programme in order to transform services and deliver better outcomes. Develop an organisational culture to support “working together, working differently” and embed transformation, innovation and organisational learning.
- Implement the Council's *Organisational Development Strategy* to deliver transformed services, so that we have the right people with the right skills.
- Embed equality and diversity into service delivery through a network of Equality Representatives appointed in each service and produce a new Strategic Equality Plan 2020-23 for the Council.
- 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 can access more Council services and information on-line.
- Promote Digital Inclusion and access online services by providing citizens with lifelong learning opportunities to undertake free computer courses and training.
- Explore opportunities to collaborate with other local authorities and partners and share services, including back office, to save costs and improve services to citizens.
- Undertake targeted and effective engagement to develop more collaborative and partnership working with the third and private sectors to achieve the Council's and shared priorities and outcomes.
- Review work with communities, organisations and ‘friends’ groups to encourage and enable greater community ownership of assets and services and to ensure their long-term sustainability.
- Continue to modernise public engagement in local democracy and Council decision making through accessible meeting times, web broadcasting, electronic voting and e-petitions.
- Continue to strengthen the Welsh language service and language services generally offered by the Council by providing basic language training for front-line staff.
- Make community budgets available so that local people can decide together with their representatives what their local priorities are.
- Provide the opportunity for local citizens to influence how policies are written and services are delivered through the development of a Corporate Co-production Strategic Framework and a revised Consultation and Engagement Strategy

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

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

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

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

How we will measure progress.

- Identified forecast general fund revenue savings and income for the year compared to Council approved budget.
- Number of payments and forms completed online.
- Any data breaches.
- Workforce supported to develop skills and learn new things as part of an organisational development strategy, targeted towards a more agile workforce and 21st century public servant.
- Staff sickness.

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

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

4. Monitoring Delivery – keeping performance under review

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

How we will monitor progress

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

How we will report achievements

- Quarterly and annually through Cabinet.
- Annual Report.

When and how this plan will be updated

- Annual review and update.

5. Next Stages – what we plan to do next

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

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

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

6. Where to find additional information

Strategies, plans and policies

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

Performance and statistics

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

Finance and Council budget

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

Scrutiny

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

Well-being of Future Generations Act

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

Safeguarding

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

Schools and learning

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

Children and Young People's Rights – UNCRC

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

Swansea Bay City Deal

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

West Glamorgan Regional Partnership

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

Education through Regional Working (ERW)

<http://erw.wales/>

Have Your Say – consultations

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

Strategic Equality Plan

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

Welsh Language

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