

Shared Ambition is Critical

Swansea's Community Strategy 2010-14



Foreword from the Chair of the Better Swansea Partnership

Councillor Chris Holley
Leader of the City and County of Swansea

It gives me great pleasure, as chair of the Better Swansea Partnership, to introduce this strategy which sets out our ambitions for the City and County of Swansea. I believe we can go a long way to achieving these ambitions because of the many things Swansea already has in its favour. We have a unique and inspiring location next to the sea and the magnificent beauty of Gower on our doorstep. We have a population that is famously friendly and passionate. We have many fine facilities such as the Liberty Stadium, the Wales National Pool and the LC2 leisure centre. We have a successful and growing knowledge economy epitomised by the developments in the SA1 area of the city and by the vision and energy of the city's two universities.

We also have much to look forward to in the city centre. Schemes such as the three-storey retail complex on Princess Way have already injected new life into the area and the £25million Urban Village plan for part of High Street that's being spearheaded by the Coastal Housing Group will be a further boost to residents and businesses when complete. I could pick out many other things about Swansea of which we are justifiably proud but I hope you get the picture.

However, there can be no doubt that these are challenging times. The economic crisis means that we will have to deal with a double recession. The private sector recession is already with us and we are facing up to what this means for jobs and businesses. The second recession will be in the public sector and this has not yet fully taken effect. Sharp reductions in public spending over the next few years will mean that all local service providers will have to make difficult decisions and, as a city and county with a high level of public sector employment, this recession will perhaps hit Swansea harder than others. At the same time, we must protect and enhance core services, upon which our citizens depend, including those which affect the most vulnerable.

For these challenging times our challenge as a partnership is to continue to build on Swansea's strengths so that we can deal with the double recession and achieve the vision that we have set for ourselves. As a partnership we know that we can only do this by working together and this community strategy sets out exactly how that will happen.

If, like me, you are ambitious for Swansea, I hope that you will take a little time to read this community strategy and to ask yourself where you fit in. You may already be working on one of the objectives set out in the document in which case I hope that this strategy will help you to achieve more. Or you may be new to the work that is being described here in which case I hope you can see a way to get involved. Either way I look forward to working with you over the next four years to achieve the challenges set out in Shared Ambition is Critical.



Summary

Shared Ambition is Critical is the community strategy for Swansea. It provides some key facts about the area, describes the challenges facing Swansea in 2010 and sets out a long term vision. At the heart of this strategy are seven ambitions, otherwise called strategic objectives, and an action plan for achieving them.

The seven strategic objectives are:

1. Improve Swansea's environment for everyone
2. Make a better Swansea for all children and young people
3. Ensure excellent education opportunities for everyone in Swansea
4. Make Swansea safer for everyone
5. Make Swansea more prosperous for everyone
6. Improve health, social care and wellbeing in Swansea for everyone
7. Make better use of our resources

The body responsible for achieving these objectives is the Better Swansea Partnership. This is the overarching strategic partnership in Swansea. It includes Swansea's main public service providers as well as voluntary and business sector representatives.

The community strategy process is as important as the document, if not more so. Every year an annual report will be produced that describes what progress is being made. This report will be a public document that explains the challenges and problems as well as the achievements. Events will be held during the year to get people involved in tackling the different issues and to promote accountability.

The latest information and details of how to get involved is available at:
www.swansea.gov.uk/ambition





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1. Shared Ambition is Critical

What is the Purpose of this Community Strategy?

- 1.1** The purpose of this Community Strategy is to show how public service providers, voluntary organisations and the business sector will work in partnership to improve the economic, social and environmental wellbeing of the citizens of Swansea. The specific aims of this community strategy¹ are to:
- Enhance the quality of life of local communities through action to improve their economic, social and environmental wellbeing.
 - Contribute to the achievement of sustainable development.
 - Provide a mechanism to debate locally the needs, opportunities and aspirations of local communities and establish priorities.
- 1.2** These aims will be achieved through Swansea's strategic partnerships working in a consistent, coordinated and integrated way. Specifically this strategy sets out how this will happen through the delivery of a shared vision with linked objectives and actions.
- 1.3** This is the second Community Strategy for Swansea. The first strategy: 'Ambition is Critical', was produced in 2004 and updated annually. In 2008 a new 'shadow' Community Strategy was produced following extensive consultation and that forms the basis of this document. Details of previous community strategies and of the Our Ambition Community Planning events that are held every year can be found at www.swansea.gov.uk/ambition
- 1.4** This strategy provides a 10 year vision and framework for strategy development and service delivery in Swansea. A short term action plan has also been included which shows what practical steps are being taken to achieve that vision. Specifically, this action plan shows how things will be better for citizens over the 4 years from 2010. An annual monitoring process will ensure that the strategy remains responsive, flexible and relevant. The third Community Strategy for Swansea, with a new action plan, is expected to be produced in 2014.

How was this Community Strategy Produced?

- 1.5** This community strategy is a revised version of the Shadow Community Strategy that was produced in 2008. The 2008 version was produced following engagement and consultation with a wide range of partnerships, groups and forums leading up to the Our Ambition 5 Community Strategy Conference which was held in February 2008.

¹ *Welsh Assembly Government Guidance (2008), which can be found at www.wales.gov.uk/communitystrategies*



1.6 This Community Strategy has been developed further through:

- **Public Consultation** – the shadow community strategy was available and promoted on the Council's website for comment from January to March 2009 including an online survey.
- **Overview Events** – Three events were held by the Council's Overview Boards in 2009 to examine the community strategy from the perspective of sustainable development, social inclusion and equalities.
- **Partnerships** – Further ideas and feedback have been received from Swansea's strategic partnerships both directly and through the Policy Task Group - a meeting of partnership and strategy coordinators.
- **Our Ambition 6** – In June 2009 ideas for the new community strategy were debated at the Our Ambition 6 event. A full report is available².

1.7 This new Community Strategy also takes into account the requirements of the new 'Local Government (Wales) Measure 2009'³. This is a legal measure introduced by the National Assembly for Wales which places a number of duties on local authorities and their partners about the way in which community strategies are produced and implemented.

How Can I Get Involved?

1.8 There are a number of reasons to be involved in the Community Strategy:

- As a resident to give your views to policy makers and service providers.
- As someone who is involved in developing local policies to ensure that your area of policy is included in the right way.
- As someone who delivers local services to make sure that your service is reflected in the right way.
- As someone who is involved in a local group or project to help secure support and influence.

1.9 There are a number of ways you can get involved:

- **Feed back directly** – via email to communitystrategies@swansea.gov.uk
- **Partnerships** – if you want to get involved in a particular area contact the relevant partnership.
- **Projects** – if you are interested in a particular project you can contact them direct.
- **Events** – details of community strategy events can found at www.swansea.gov.uk/ambition
- **Overview & Scrutiny** – the Council's Overview & Scrutiny Boards review aspects of the Community Strategy from time to time and are keen to get views from the public and any interested parties. You can find details at www.swansea.gov.uk/scrutiny

² Download the report from Our Ambition 6 at www.swansea.gov.uk/ambition

³ Can be found at www.opsi.gov.uk



The Context





2. The Swansea Context

What are Swansea's vital statistics?

2.1 Here are some important statistics that describe Swansea in 2010.

- Area: 378 sq. kilometres - approximately 66% rural and 34% urban.
- Home to the City of Swansea (Wales' second largest city), the sub-regional capital of South West Wales and the retail, cultural, employment, and administrative hub of the region.
- An estimated resident population of 229,100 in 2008 - the 3rd largest unitary authority total in Wales.
- 82% of the population were born in Wales, with 13% aged three or over able to speak Welsh.
- In 2008 the population aged 50 years and over is estimated to have been 84,150 - accounting for 37% of the total population.
- 2.15% of the population in the 2001 Census were from Black and Minority Ethnic communities.
- An estimated 99,300 households reside in Swansea, 70% living in owner occupied accommodation.
- Around 73% of the working age population are currently economically active, 4.0% claiming Job Seekers Allowance.
- An estimated 117,300 people are in work, mostly (83%) in the Service Sector, with 32,100 commuting in each day.
- Swansea is a centre of learning - home to Swansea University, Swansea Metropolitan University, and Swansea and Gorseinon Colleges – supporting around 18,400 full-time students. As of January 2009 there were about 35,200 school pupils in Swansea.
- 29% of Swansea's working age population are qualified to NVQ level 4 (Degree Level) and above – 2% points above the Welsh average. In Wales, this proportion varies from 39% (Monmouthshire) to 17% (Blaenau Gwent).
- £460 per week is the median pay level for full-time workers in Swansea – £15 above the Welsh equivalent. In Wales, weekly pay levels currently vary from £535 (Vale of Glamorgan) to £362 (Blaenau Gwent) Of the 103,900 people estimated to work within the City & County, 88.9% are employed in the service sectors, with 38.5% (40,000) working within the public sector.
- In September 2009 the average house price transaction in Swansea was £118,000 – average for Wales £120,000.
- £32,000 is the average household income required by first time buyers and of the estimated 2,240 additional Affordable Homes needed between 2007-11 provision has only been made for 899.
- The 2008 Welsh Index of Multiple Deprivation identifies 13% of Swansea's local areas as falling within the top 10% most deprived in Wales.
- During 2008 an estimated 4.1m tourists visited the area spending £302.7m.



- 2.2 Up to date statistics about Swansea, as well as many others, can be found on the Research and Information Unit pages at: www.swansea.gov.uk/research_info
- 2.3 Information about Health, Social Care and Wellbeing in Swansea can be found in the 'Health, Social Care and Wellbeing Needs Assessment (2007).
- 2.4 Swansea's environmental impact⁴ can be measured in the following ways:
- Swansea's Ecological Footprint for 2004 was 5.03 global hectares per capita (gha/capita) (Wales 5.03, UK 5.30).
 - Swansea's Direct Carbon emissions were 6.7 tonnes of Carbon per capita in 2007.

What's so special about Swansea?

- 2.5 More than 50 named beaches and coves; a 5 mile sweep of sandy bay just 10 minutes walk from the city centre; national nature reserves, local nature reserves and sites of special scientific interest; the UK's first Area of Outstanding Natural Beauty; opportunities to surf, sail, climb, walk, cycle; go sea, lake or river fishing, enjoy world standard mountain biking, or gallop a horse along the beach... all rounded off by friendly people, a diverse population mix, museums, galleries and theatres to meet your cultural needs, a vibrant evening scene and great sporting opportunities – whether you want to watch or take part... where else could find such diversity and excellence in the combination of City, coast and countryside that we have in Swansea. Further information can be found at: www.swansea.gov.uk/myswansea
- 2.6 The City and County of Swansea's natural environment is of outstanding quality and beauty. The diversity of landscapes and habitats which make up over 80% of the County's total area includes upland moorland, coastal cliffs, sandy beaches, heathland, woodland, wetlands, river valleys, grasslands, sand dunes and estuaries. Swansea is also home to important geological features. These habitats together with the many historic parks and gardens, pockets of urban green-space and large areas of farmland make it one of the most attractive and ecologically diverse counties in the UK, with over 50% of the County's area being of significant ecological interest and approximately 17% protected by designations at a European or National level.
- 2.7 All of these assets are important in setting the area apart. They are used by Swansea Bay Futures – the independent company set up to promote the region – and others, in attracting the people and businesses which will support the on-going development of a thriving dynamic economy. Remind yourself of how much Swansea Bay has to offer by visiting www.abayoflife.com

⁴ Further information about these measures and up to date figures can be found at:

WAG Sustainable Development Scheme One Wales One Planet:

- <http://wales.gov.uk/topics/sustainabledevelopment/publications/onewalesoneplanet/?lang=en>
- www.resource-accounting.org.uk/downloads/wales/swansea.xls
- www.aeat.co.uk/cms
- www.decc.gov.uk



3. Community Challenges & Risks

What are Challenges & Risks?

3.1 Challenges and risks provide the context for developing new policies and delivering services. They present both opportunities and threats. Put simply:

- A **challenge** is something that **will** have an impact upon local agencies as they seek to achieve their aims and objectives.
- A **risk** is something that **could** adversely affect the ability of local agencies to achieve aims and objectives.

3.2 There are four main types of challenges and risks:

- **Social, Economic and Environmental Changes** – National and international things that are known to be happening but have a less clear impact.
- **Public Service Changes** – Specific issues which will affect public service providers in Swansea.
- **Public Service Challenges** – These are the shared, or cross cutting, principles that need to apply to service delivery and policy development.
- **Emergencies** – Things that may or may not happen but will have a major impact if they do.

What Changes do we Need to Plan For?

3.3 If the economic, social and environmental wellbeing of citizens is to be improved then local service providers need to plan for important changes that may lie ahead⁵. The following strategic risks have been identified by the Better Swansea Partnership⁶ as being the most likely to happen and the most significant in terms of possible impact.

- **Energy security, transport and carbon reduction** – the implications of rising energy demand combined with declining supplies e.g. peak oil.
- **Adapting to climate change** – implications include flood risk, environmental change, migration and increases in extreme weather events.
- **Economic Change** – Including the impact of the new developing economies and vulnerability to global financial markets.



- 3.4** Other risks that will become more significant and will need to be monitored include:
- **Demographic change** – Growing, aging, more diverse, longer working, more complex and more demanding population.
 - **Changing communities** – Including increased individualism, community cohesion, identity, expectations, infrastructure, facilities and criminal activity.
 - **Demand on public services** – Implications of more demanding consumers, IT changes, financial pressures and health issues such as obesity.
 - **Democracy & governance** – disengagement from formal politics and the impact of new forms of participation e.g. through the internet.
 - **Food security** – implications of demand and supply changes meaning that the era of cheap food is over.
 - **Technological change** – Implications for information, global communications, economic and health change.

What Changes Face Public Services?

3.5 As well as the risks outlined above, local service providers are facing a number of more immediate challenges which will have a major impact on the way in which services are provided over the next few years. The most important service delivery challenges are:

- **Reduced funding** – Significant real reductions in public sector funding over the next few years will have a major impact on services in Swansea.
- **Organisational changes** – Recent changes to the structure of health and police services are still being worked through. Other known changes include the merger of Swansea and Gorseinon colleges.
- **Partnership working** – In a complex world the need to work in partnership and to manage broad strategy areas continues to present a challenge.
- **Falling numbers of school pupils** – Changes to the school population coupled with the way in which schools are funded means that a reduction in the number of schools will be necessary over the next few years.
- **Waste targets** – Stringent European targets on waste will lead to significant financial penalties for the City & County of Swansea if they are not met.
- **Affordable Housing** – A fluctuating housing market may mean an inability to meet the demand for affordable housing.

⁵ *Netherwood, A (2009) Presentation to Our Ambition 6 (Swansea Community Strategy Conference) Report available from www.swansea.gov.uk/ambition*

⁶ *See Our Ambition 6 Conference Report available from www.swansea.gov.uk/ambition*



What Challenges Face Public Services?

3.6 There are four cross cutting challenges for Swansea which reflect international, national and local policy priorities. These challenges need to be reflected in all of Swansea's most important strategies and plans and progress towards tackling them will be reported on by the Better Swansea Partnership. A great deal of work has already been done to help tackle these cross cutting issues with a wide range of people involved. For each challenge there is a dedicated team who can provide a first point of contact for support and advice.

The four challenges are:

- **Sustainable Development:** Enhancing the economic, social and environmental wellbeing of people and communities, achieving a better quality of life for our own and future generations.
Contact the Sustainable Development Unit: www.swansea.gov.uk/sustainabledevelopment
- **Equality & Diversity:** Ensuring that we are promoting communities built on fairness, respect, freedom, choice and dignity where everyone is confident in all areas of diversity and can feel valued and enjoy life as an equal citizen.
Contact the Access to Services Team: www.swansea.gov.uk/accesstoservices
- **Social Inclusion:** Ensuring we are tackling the causes and effects of social exclusion and poverty by working to make sure that all residents of Swansea, regardless of their socio-economic status, have equal access to the necessary services and opportunities.
Contact the Social Inclusion Unit: www.swansea.gov.uk/socialinclusion
- **Community Regeneration:** Ensuring that communities are at the heart of all we do.
Contact the Community Regeneration Unit: www.swansea.gov.uk/communityregeneration

What Emergencies do we Need to be Prepared For?

3.7 The National Risk Register published by the Cabinet Office in November 2008 provides an 'assessment of the likelihood and potential impact of a range of different risks that may directly affect the UK'. The Neath Port Talbot / City & County of Swansea Resilience Partnership Risk Register is intended to capture the range of emergencies that might have a major impact on Neath Port Talbot and Swansea.

- **Human Disease** – Such as Flu pandemics
- **Severe Weather and Flooding – Natural Disasters** – Including storms and gales
- **Major Accidents** – Such as industrial accidents
- **Animal Disease** – For example avian flu or bluetongue
- **Coastal Pollution and Seaborne Incidents** – Such as oil spills or ships running aground
- **Malicious Attacks** – Such as those associated with terrorism



4. Swansea's Key Strategies & Plans

What are Swansea's Key Strategies and Plans?

- 4.1 The Welsh Assembly Government, as part of its proposals for plan reduction has identified four key plans that every local area should have. These are:

The Community Strategy

The community strategy is the overarching strategy for each local authority area. It must provide a long-term strategic vision, based on a set of shared ambitions and values. Local authorities have a leadership role, but the strategy should belong to the community, and should be prepared and implemented by the local authority working with public, private and voluntary sector partners.

The Children & Young People Plan

All local authorities are required to produce this plan which covers all services provided locally for children and young people. It needs to be prepared in consultation with all interested parties and in particular in consultation with children and young people. It shows how the local authority, the health service, education and training providers, voluntary and business sectors and local communities work together to meet the needs of children and young people.

The Health, Social Care & Wellbeing Strategy

Every local authority area in Wales needs to have this strategy which sets out plans for all local health services including those provided by the Local health board and the local authority. It addresses the full range of issues affecting health and wellbeing including prevention and health inequalities. The strategy is based on a comprehensive needs assessment and must involve patients and the public.

Local Development Plan

This plan, which is due to come into force in 2014, will set out local land use and environmental conservation policies for Swansea by taking into account national policy guidance, public consultation and the priorities of other local plans and strategies. The Local Development Plan (LDP) will play an important role in promoting sustainable development and in ensuring that any new development is in the right place and supported in the right way. Details of the plan's consultation process have been set out in a separate document called the Delivery Agreement. The LDP will replace the Unitary Development Plan which sets out current land use policies for Swansea.



4.2 In addition the following four plans have been identified as vital for Swansea:

The Environment Strategy

This strategy aims to ensure that the quality of the natural and built environment is safeguarded and improved, and it sets out priorities for the next 15 years for the long-term benefit of all people in Swansea. It covers issues such as wildlife and the countryside, the design and development of our towns and neighbourhoods, our use of energy and transport, the quality of our air, water and land, the way we deal with our waste and how we improve environmental education and awareness.

The Safer Swansea Partnership Strategy

This strategy complements the Home Office Cutting Crime Strategy (2008-2011) and reflects the new Public Service Agreement (PSA) targets. It sets out the priorities for Swansea according to the concerns of local citizens we serve. It celebrates Safer Swansea's successes and clearly outlines how the police, the local authority and other agencies intend to improve joint working and find long-term solutions to issues, which will result in thriving communities for all that look, feel and most importantly are safer.

Swansea Learning Policy & Strategy

This plan sets out the importance of learning throughout life, the purposes of learning and the contribution that learning makes to economic and social regeneration. It provides priorities for Swansea and strategic direction. Key groups, networks and partnerships already exist to help deliver this strategy and these have the responsibility for achieving improvements in standards of achievement and attainment for all, ensuring quality and continually striving for excellence.

Swansea 2020: Swansea's Economic Regeneration Strategy

This strategy sets out a route map for achieving greater prosperity for everyone in Swansea. It aims to develop an internationally competitive economy, Wales' leading centre for the knowledge economy, with an economically active population living in a proud, vibrant and ambitious city at the heart of a wider region where people want to work and live. Increased prosperity will be achieved by greater productivity and enterprise, value-added activity and sustainable development, and by enabling more opportunities for our communities and citizens to become economically active.

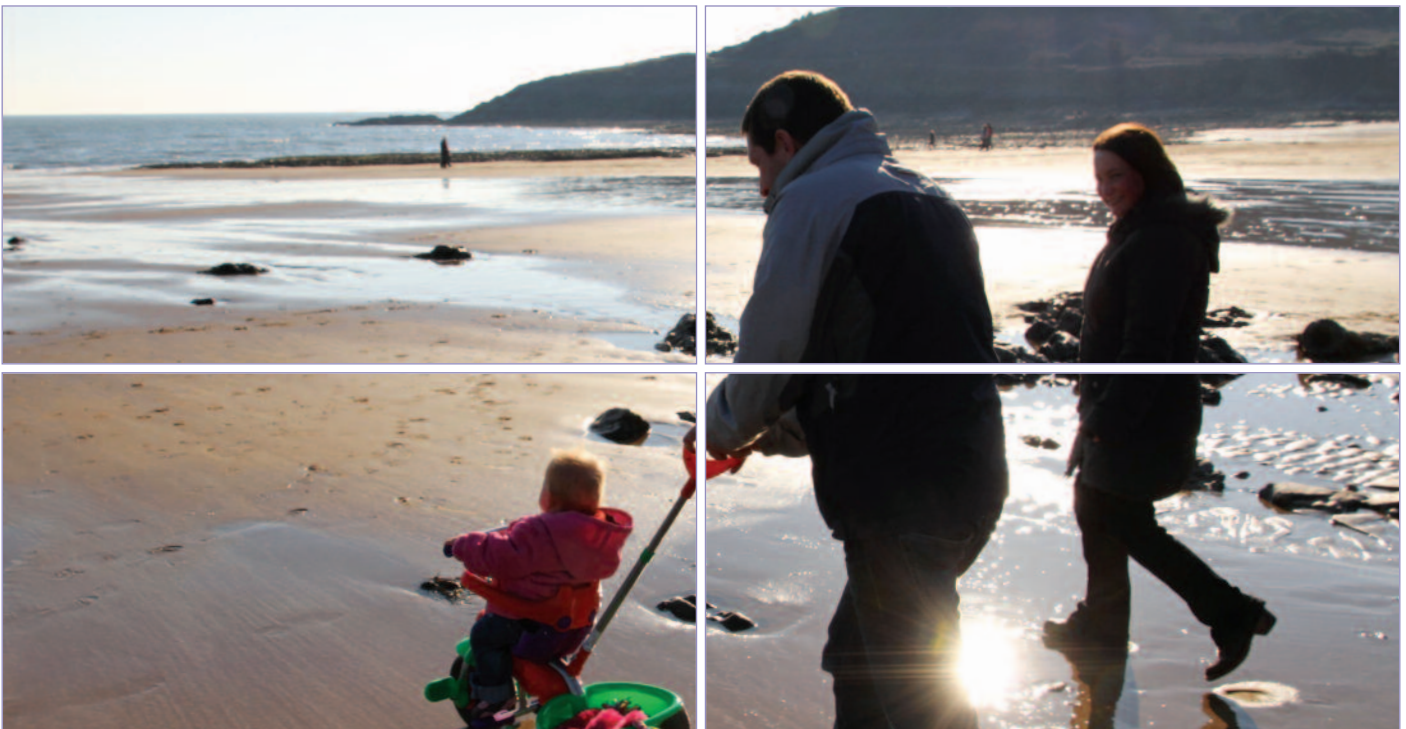
4.3 These key strategies are supported by a number of other strategies and plans which have an important role in ensuring that services are developed and delivered as effectively as possible. Details of all of these plans can be found in the Map of Strategies and Plans which is being produced separately to this document.



4.4 The Wales Spatial Plan seeks to ensure that local areas work well together in different regions across Wales. The City & County of Swansea is part of the Swansea Bay Region and the priorities for this region are:

- Improving accessibility. This includes improved telecommunication links as well as developing transport connections between the key settlements.
- Developing a cutting edge knowledge economy.
- Reducing economic inactivity and developing an integrated skills strategy.
- Implementing the Waterfront Masterplan to maximise opportunities along the stunning coastline.
- Developing a strong leisure and activity based tourism industry.
- Ensuring that environmental protection and enhancement are fully integrated.

4.5 More information about the Swansea Bay Region and the Wales Spatial Plan can be found at: www.wales.gov.uk/location/swansea_bay



5. Strategic Partnerships

What are Strategic Partnerships?

- 5.1** Strategic partnerships are simply the umbrella bodies that bring together the main public, private and voluntary agencies working in a specific policy or service area such as health or education. Their main role is to deliver Swansea's most important strategies and plans.

Why do we Need Strategic Partnerships?

- 5.2** It is a complex world and communities face many challenges that no one individual or organisation can solve alone. At the same time more needs to be done to ensure that citizens can get the services they need quickly and easily and are not passed back and forth between different agencies.
- 5.3** Strategic partnerships provide a wide range of possible benefits⁷ but most importantly they are a means to ensure that agencies are working together to provide services in the most effective and efficient way possible. They build on the extensive collaboration that already exists and the efforts of the many committed individuals who work across boundaries to make services the best they can be. Strategic partnerships coordinate this work and ensure that collaboration is recognised and supported.

Who are Swansea's strategic partnerships?

- 5.4** Swansea has 7 well established strategic partnerships each of which is responsible for a specific area of policy. The main aim of each strategic partnership is to deliver one of Swansea's key strategies.



Strategic Partnership	Key Strategy / Plan
<p>Better Swansea Partnership The overarching strategic partnership in Swansea and it includes Swansea's main public service providers as well as voluntary and business sector representatives. www.swansea.gov.uk/bsp</p>	<p>Ambition is Critical: Swansea's Community Strategy</p>
<p>Swansea Environmental Forum This strategic partnership promotes and facilitates environmental sustainability in Swansea. Its membership includes public, voluntary and private sector organisations and individuals. www.swanseaenvironmentalforum.net</p>	<p>Time to Change: Swansea's Environment Strategy (2006-2020)</p>
<p>Swansea Children & Young People Partnership This partnership brings together representatives of the agencies and organisations which provide services for children, young people and their families in Swansea. www.cypswansea.co.uk</p>	<p>Children and Young People's Plan (2008-2011)</p>
<p>Swansea Learning Partnership The aim of this partnership is to provide appropriate advice, guidance and support so people can progress through their chosen field of study. Whatever the interest, the partnership aims to help people gain the best possible learning experience. www.swansea.gov.uk</p>	<p>Swansea Learning Policy & Strategy (2006-2010)</p>
<p>Safer Swansea Partnership This is a group of statutory and voluntary organisations, businesses and individuals all committed to working together to build a city that is safer and where people feel safer. www.saferswansea.org.uk</p>	<p>Safer Swansea Partnership Strategy (2008-2011)</p>
<p>Swansea Economic Regeneration Partnership This is Swansea's 'Partnership for Prosperity' with responsibility for delivering Swansea 2020, Swansea's economic regeneration strategy. The Partnership members are senior representatives of the private, public and voluntary sectors. www.swansea2020.com</p>	<p>Swansea 2020: Swansea's Economic Regeneration Strategy (2007-2020)</p>
<p>Health Challenge Swansea Is a partnership of health services, the local authority and the voluntary sector which meets to discuss the progress and implementation of the Health, Social Care and Wellbeing Strategy and Needs Assessment. www.healthchallengeswansea.wales.nhs.uk</p>	<p>Health Social Care and Wellbeing Strategy (2008-2011)</p>

⁷ Williams, P.M. and Sullivan, H. (2007) *Working in Collaboration: Learning from Theory and Practice* Cardiff: NLIH. Available from www.nhs.gov.uk

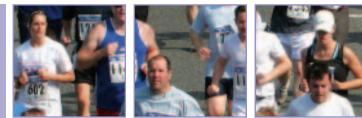


What is an Effective Partnership?

- 5.5** Whilst partnership working is both complex and challenging the resources invested in strategic partnerships need to be justified through visible benefits for communities. In order to be able to judge whether partnerships are effective it is first important to be clear about what an effective partnership is.
- 5.6** Partnership effectiveness can be judged against three criteria:
- The ability to demonstrate that the relevant strategies and plans have been well developed and delivered.
 - The ability to demonstrate that all interested parties, including the public, have been engaged appropriately.
 - The ability to demonstrate good governance.
- 5.7** The following principles, based on the Welsh Assembly Government Seven Principles of Good Governance, set out what is expected from strategic partnerships in Swansea:
- Put Citizens First
 - Are clear about who does what and why
 - Live public service values
 - Foster innovative service delivery
 - Learn and improve
 - Engage with others
 - Achieve value for money
- 5.8** Working in partnership is not easy, however, other challenges include building trust, ensuring the right style of leadership, finding the right skills and making sure the right resources are available⁸.

How are Strategic Partnerships Accountable?

- 5.9** Generally accountability can be defined in three ways⁹:
- **Taking into Account** – Drawing on all the information needed including listening and responding to all the right people and relevant sources.
 - **Giving Account** – Informing and explaining why something needs to be done, how it will be done and what happened. This may also mean being clear about what has been 'discounted' – in other words explaining decisions about what is not going to be done or what is not going to be considered.
 - **Holding to Account** – A formal requirement to explain performance to someone who can ultimately put sanctions in place or demand changes.



5.10 Accountability in strategic partnerships is different to that in organisations:

- Partnerships **take into account** evidence, regional, national and international policies and, crucially, the views of citizens.
- Partnerships **give account** of their purpose, priorities and the progress they have made through their strategies and action plans.
- Members of partnerships are **held to account** by their individual organisations which will have signed up to the overall aims of the partnership.

5.11 Councillors and officers who represent the City & County of Swansea on partnerships have wider strategic responsibilities and are accountable for the development and delivery of strategic plans and the development and support of strategic partnerships.

⁸ Sullivan, H (2007) Presentation to 'Our Ambition 5' (Swansea's Community Strategy Conference). Report available from www.swansea.gov.uk/ambition

⁹ Williams, S (2008) WLGA. 'Presentation to Stakeholder Event – "A Sustainability Review of the shadow Community Strategy" held on Friday 23 January 2009.





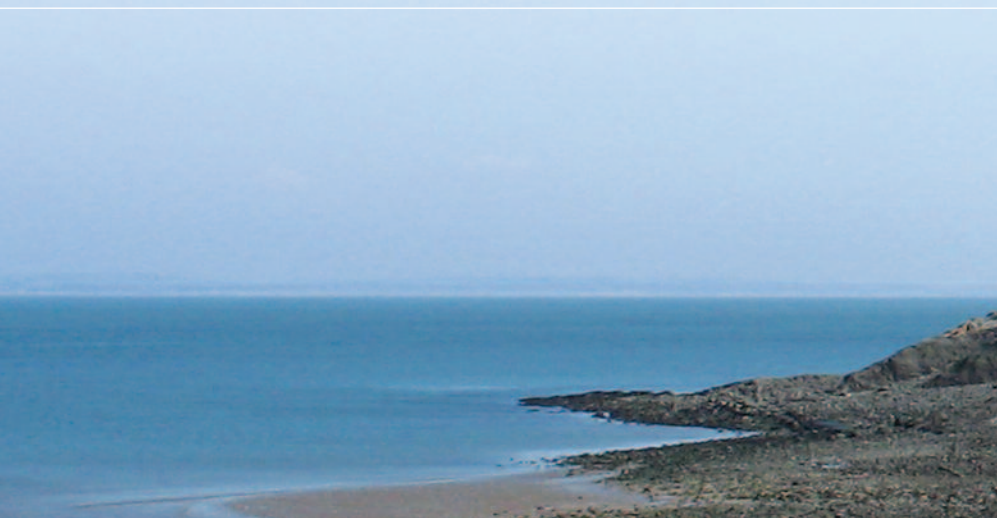
6. Overview & Scrutiny

What is Overview & Scrutiny?

- 6.1** Overview and Scrutiny is an essential ingredient of local democracy. The City & County of Swansea's Overview & Scrutiny Boards are made up of councillors from all parties who are not members of the Cabinet (up to 10 councillors who have specific responsibilities for decision making). Overview & Scrutiny Boards work in a similar way to the select committees in parliament. Their aim is to provide an effective challenge to the Cabinet and to involve back bench councillors in the development of policies, strategies and plans.
- 6.2** Overview & Scrutiny makes a difference by ensuring that local decision making is better, that local services are improved and that local democracy is strengthened. The work of the Boards includes talking to the public, gathering evidence from relevant organisations and conducting research. For in depth pieces of work the boards will produce reports and make recommendations. The latest information about overview and scrutiny in Swansea can be found at www.swansea.gov.uk/scrutiny

Why is Overview & Scrutiny Important?

- 6.3** Overview and scrutiny has an important role to ensure that partnerships are effective and accountable. Specifically overview & scrutiny boards can:
- Produce reports and make recommendations which partnerships need to **take into account**.
 - Hold meetings in public where members of partnerships can **give account**.
 - **Hold to account** Cabinet Members of the Council who have responsibilities for specific aspects of strategic partnerships.





7. The Better Swansea Partnership

What is the Better Swansea Partnership?

- 7.1** Better Swansea Partnership is the overarching strategic partnership in Swansea and it includes Swansea's main public service providers as well as voluntary and business sector representatives. The Better Swansea Partnership has two main roles:
- As Swansea's Community Strategic Partnership it aims to make Swansea a better place by leading the development and delivery of Ambition is Critical – Swansea's Community Strategy. This is a strategic role which means helping to ensure that key plans are delivered, solving problems and ensuring that strategic partnerships work together as effectively as possible.
 - As Swansea's Local Service Board it acts as a problem solver and aims to tackle a small number of service delivery issues. These are typically issues where there is a high number of providers and where citizens may find services confusing and difficult to access. These are also issues which are important to the community but which have proved difficult to resolve.
- 7.2** Members of the Better Swansea Partnership, which is supported by the City & County of Swansea, have signed up to a Partnership Agreement to demonstrate their commitment and clarify their roles.
- 7.3** Detailed information about the Better Swansea Partnership, including membership, can be found at: www.swansea.gov.uk/BSP





Who are the Partners?

7.4 The partners on the Better Swansea Partnership all have a specific role to play in delivering the community strategy.

Organisation	What We Do
Abertawe Bro Morgannwg University Health Board	We improve the health of the local population, reduce inequalities, enhance quality, patient safety and experience.
City & County of Swansea	We deliver quality services for a greener, safer more prosperous Swansea.
Department for Children, Education, Lifelong Learning and Skills (DCELLS)	We drive forward improvements in children's services, education and training provision to deliver better outcomes for learners, business and employers.
Environment Agency Wales	We are responsible for reducing the risk of flooding, protecting and improving the environment, and promoting sustainable development.
Gorseinon College	We deliver education and training in a supportive environment which encourages all young people to reach their potential.
Job Centre Plus	We support people of working age from welfare into work, and help employers to fill their vacancies.
South Wales Police	We keep Swansea safe by reducing crime and reducing the fear of crime.
Swansea Business Forum	We represent the voice of business on a wide range of issues in the City & County of Swansea.
Swansea College	We provide high quality, relevant provision for all our learners.
Swansea Council for Voluntary Services (SCVS)	We support, develop and represent voluntary organisations, volunteers and communities.
Swansea Metropolitan University	We provide comprehensive, vocational, student-centred higher education to widen participation, lifelong learning and the enhancement of employment opportunities.
Swansea University	We are an internationally-recognised research-led university teaching 15,000 students widely drawn from home and abroad; we drive economic growth through knowledge transfer and graduate skills, and significantly contribute to the cultural, sporting, and civic life of the community.



The Strategy





8. Vision, Objectives and Actions

What's the Vision for Swansea?

8.1 The purpose of having a shared vision is to ensure that everyone is working towards the same goal. Objectives are drawn from the vision and these provide a single framework for partnership working so that everyone is clear about who is doing what and how it is being done. The long term shared vision for Swansea is that:

**By 2020 Swansea will aim to be a sustainable and distinctive European City.
Making the City & County a place which:**

- is great to live in
- provides a great start to life
- provides excellent education opportunities
- is safe and feels safe
- supports a prosperous economy
- supports and promotes good health
- provides the best possible services.

What are the Strategic Objectives?

8.2 Following from the vision are these seven strategic objectives:

1. Improve Swansea's environment for everyone
2. Make a better Swansea for all children and young people
3. Ensure excellent education opportunities for everyone in Swansea
4. Make Swansea safer for everyone
5. Make Swansea more prosperous for everyone
6. Improve health, social care and wellbeing in Swansea for everyone
7. Make better use of our resources.

What Actions do we Need to Achieve the Objectives?

8.3 Listed below are the actions that have been identified for each of the strategic objectives. Each of the actions is in this community strategy because it:

- Has been identified as a priority within one of Swansea's most important strategies and plans
- Cannot be tackled by one strategic partnership working alone
- Will lead, over four years, to a visible benefit for the community.



- 8.4** Four of the actions have been identified as priorities for Swansea's Local Service Board. This is a new partnership arrangement with the Welsh Assembly Government that aims to address the most pressing and intractable service delivery issues facing citizens. More details can be found at: www.swansea.gov.uk/LSB. The four Local Service Board actions are set out in more detail in Swansea's Local Delivery Agreement which can be found at: www.swansea.gov.uk/LSB

Objective 1: Improve Swansea's environment for everyone

Lead strategic partnership: **Swansea Environmental Forum**

Council Cabinet Portfolio: **Environment**

Action	Who Gives Account	4 Year Outcome
1.1 Deliver the Environment Strategy and Action Plan	Swansea Environmental Forum Executive	An improvement in the quality of the natural and built environment in Swansea
1.2 Deliver the Air Quality Improvement Action Plan	Swansea Environmental Forum Executive	An improvement in air quality in Swansea
1.3 Deliver the Sustainable Energy Action Plan	Swansea Environmental Forum Executive	Significant progress towards the target of a 26-32% reduction in CO2 emissions by 2020
1.4 Deliver the Local Biodiversity Action Plan	Swansea Biodiversity Partnership	An increase in the quality & diversity of the natural environment
1.5 Prepare and agree an action plan for Swansea Bay	Swansea Environmental Forum Executive	An improvement in water quality in Swansea Bay
1.6 Support the development of climate change adaptation plans	Swansea Environmental Forum Executive	Climate change adaptation plans in place for major service providers in Swansea



Objective 2: Make a better Swansea for all children and young people

Lead strategic partnership: **Swansea Children & Young People Partnership**

Council Cabinet Portfolio: **Community Regeneration, Education, Social Services**

Action	Who Gives Account	4 Year Outcome
2.1 Deliver the Children & Young People Plan	CYP Partnership Executive	A significant improvement in outcomes for children and young people
2.2 Deliver the Finding a Future Project	LSB Finding a Future Project Board	A significant reduction in the number of 16 to 18 year old young people not in employment, education or training
2.3 Deliver the Early Intervention and Prevention Project	LSB Early Intervention & Prevention Project Board	A significant reduction in the impact that poverty can have on the outcomes for children and young people in two local areas
2.4 Ensure that all partners effectively safeguard children	Swansea Safeguarding Children Board	That all agencies have effective arrangements to safeguard and promote children's welfare

Objective 3: Ensure excellent education opportunities for everyone in Swansea

Lead strategic partnership: **Swansea Learning Partnership**

Council Cabinet Portfolio: **Education**

Action	Who Gives Account	4 Year Outcome
3.1 Continue to improve education for pupils in schools and in particular for those living in deprived communities	Swansea Learning Partnership	A smaller gap between the lowest and highest performing schools and a further improvement in Swansea's average results
3.2 Continue to work to make sure that all pupils get the education that they need	Swansea Learning Partnership	Improved educational outcomes for those with additional learning needs and pupils in vulnerable groups
3.3 Continue to deliver the QEd2020 programme	Swansea Learning Partnership	Further significant improvements to school facilities which make the best use of available funding
3.4 Continue to develop Lifelong Learning opportunities	Swansea Learning Partnership	An increase in skill levels for individuals and for the local economy



Objective 4: Make Swansea safer for everyone

Lead strategic partnership: **Safer Swansea Partnership**

Council Cabinet Portfolio: **Community Regeneration**

Action	Who Gives Account	4 Year Outcome
4.1 Deliver the Safer Swansea Partnership Strategy (2008-2011)	Safer Swansea Partnership Steering Group.	A continuing reduction in crime and anti social behaviour
4.2 Increase Public Confidence in the police and Local Authority in their ability to influence a reduction in crime and anti-social behaviour	Safer Swansea Partnership Steering Group.	An increase in the satisfaction level in Public Confidence to 59%. The current satisfaction level for Swansea is 44%

Objective 5: Make Swansea more prosperous for everyone

Lead strategic partnership: **Swansea Economic Regeneration Partnership**

Council Cabinet Portfolio: **Economic & Strategic Development**

Action	Who Gives Account	4 Year Outcome
5.1 Deliver Swansea 2020: Swansea's Economic Regeneration Strategy	Swansea Economic Regeneration Partnership Board	Significant improvements in Swansea's economy
5.2 Deliver the Swansea Working Project	LSB Project Board/Economic Equity Delivery Team	Reduced economic inactivity and better co-ordinated employability and job finding schemes in Swansea
5.3 Deliver the Knowledge Economy Strategy	Swansea Economic Regeneration Partnership Board	A visible improvement in Swansea's knowledge-based activities
5.4 Deliver the City Centre Strategic Framework	Swansea Economic Regeneration Partnership Board	A visible improvement to the attractiveness and competitiveness of the City Centre as a destination



Objective 6: Improve health and wellbeing in Swansea for everyone

Lead strategic partnership: **Health Challenge Swansea**

Council Cabinet Portfolio: **Social Services**

Action	Who Gives Account	4 Year Outcome
6.1 Deliver the Health Social Care and Well Being Strategy	Health Challenge Swansea Partnership Board	An increased emphasis on preventing ill health and more joined up and effective health and social care services
6.2 Deliver the Climbing Higher Strategy (more people more active more often)	Climbing Higher Partnership Board	A significant increase in the number of Adults and Juniors participating in physical activity in Swansea
6.3 Implement the healthy weight strategy for Swansea	Health Challenge Swansea Partnership Board	Progress towards a reduction in the number of children and adults being reported as obese/overweight
6.4 Deliver community based health improvement action plans	Community First Programme / Health Challenge Swansea	Progress towards an improvement in health of specific communities in Swansea and a reduction in inequalities
6.5 Continue to integrate health and social care services.	Health Vision Swansea	Better health and social care services for citizens as a result of new ways of working





Objective 7: Make better use of our resources

Lead Strategic Partnership: **Better Swansea Partnership**

Council Cabinet Portfolio: **Community Leadership & Democracy**

Action	Who Gives Account	4 Year Outcome
7.1 Produce and publish an annual monitoring report for the community strategy	Better Swansea Partnership	A significant increase in engagement in the community planning process by the public and partners
7.2 Review the community strategy by March 2014	Better Swansea Partnership	A revised community strategy that reflects community needs and priorities
7.3 Ensure that Key Swansea Strategies are consistent and integrated with the Local Development Plan	Better Swansea Partnership	Planning policies better reflect community needs and priorities
7.4 Support the implementation of the City & County of Swansea's Affordable Housing Delivery Statement	Better Swansea Partnership	Significant increase in the provision of affordable housing
7.5 Deliver the Consultation & Engagement Project	Swansea Consultation Partnership (LSB Project)	An improvement in the way public service providers work together to consult and engage with citizens
7.6 Champion the Local Delivery Agreement	Better Swansea Partnership	Visible improvements to services for key groups of citizens
7.7 Deliver the Making the Connections agenda	Better Swansea Partnership	A significant increase in efficiencies from joint and partnership working
7.8 Ensure partnership effectiveness	Better Swansea Partnership	An increase in benefits for citizens from partnerships
7.9 Champion the cross cutting issues	Better Swansea Partnership	A significant improvement in the way key plans address sustainable development, social inclusion, equalities and community regeneration
7.10 Produce a map of Swansea's Strategies and Plans	Better Swansea Partnership	A better understanding of local policies and services for all interested parties

9. Annual Monitoring Process

9.1 For the community strategy the process of monitoring is as important as the document – perhaps more so. It provides opportunities to highlight achievements, to share challenges and to find out about changes and new developments. Perhaps most importantly the monitoring process provides a way of solving problems and overcoming barriers for people working on the different actions. Events held as part of the process provide an opportunity for people to give their views, generate ideas and network with people working in similar areas.

How will this Community Strategy be Monitored?

9.2 This community strategy will be monitored through an annual reporting process culminating in an annual community strategy event. Specifically:

- **Strategic partnerships** will give account to the Better Swansea Partnership. They will report on progress towards achieving the actions for which they are responsible, highlight how they are dealing with challenges and risks and demonstrate how they are involving the public and show how they are operating effectively as a partnership.
- **The Better Swansea Partnership** will produce and publish an annual report summarising progress across all aspects of the community strategy. This report will be published and presented to the annual community strategy event.

9.3 The Council's Overview & Scrutiny Boards will act as a 'critical friend' to the community strategy process. The boards will consider the annual report and may use it to:

- Inform their work programmes
- Hold the relevant Council cabinet members to account
- Engage the public in the work of partnerships

9.4 Specifically the Overview and Scrutiny Boards may ask:

- What progress has been made in delivering the community strategy over the previous 12 months?
- Are the vision, objectives and actions embedded in key strategies and in the corporate plans of the main service providers?
- Is partnership working effective?
- Has the public been effectively involved?
- How could the delivery of the community strategy be improved?

10. Review

How will this Community Strategy be Reviewed?

10.1 The Community Strategy will be fully reviewed by the Better Swansea Partnership during 2013/14 so that a new community strategy can be in place by 2014.