

# CITY & COUNTY OF SWANSEA

## CABINET

### APPENDICES INDEX

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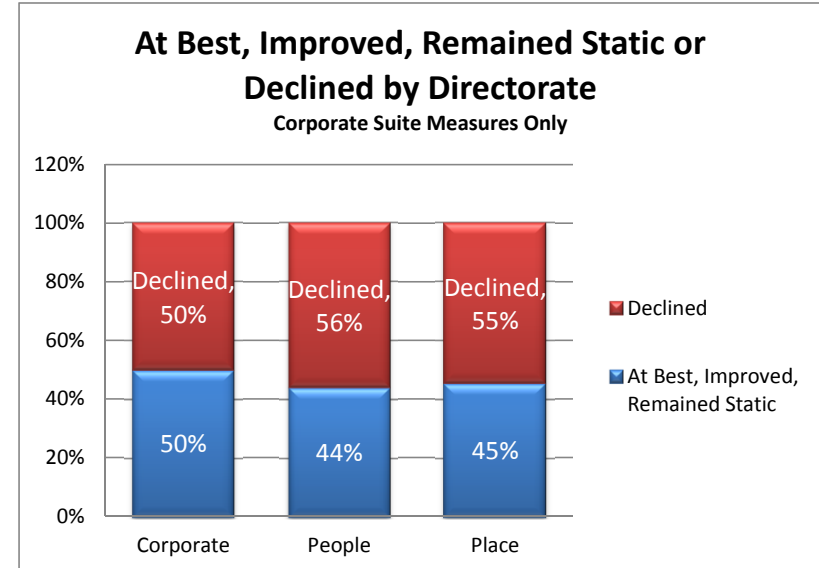
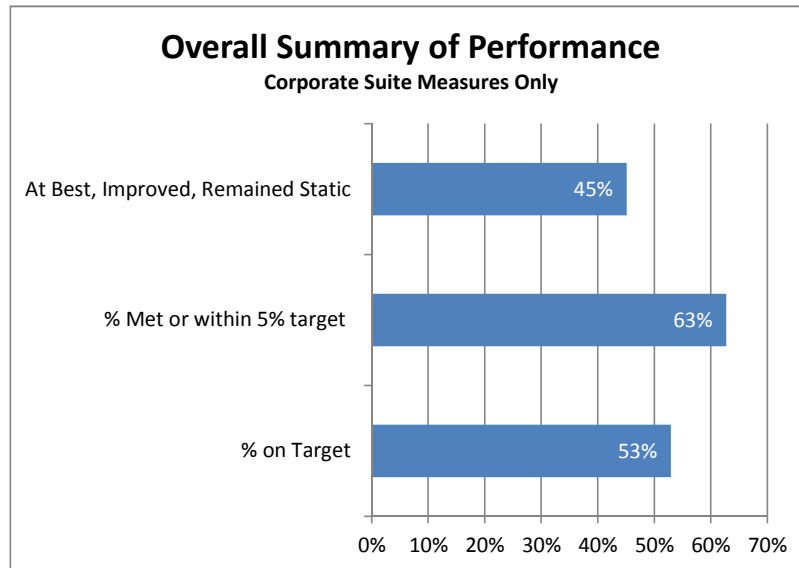
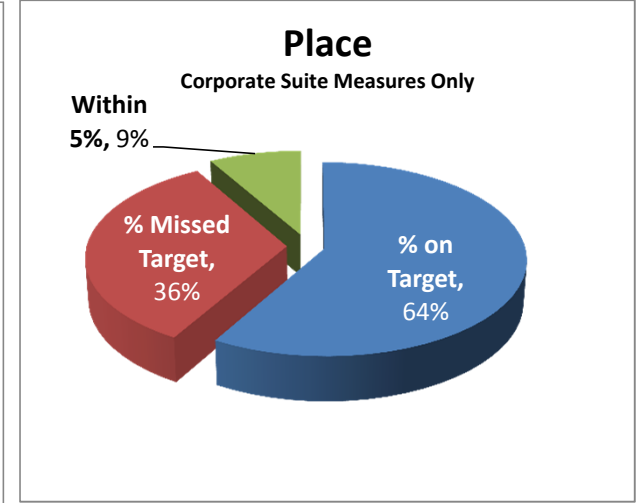
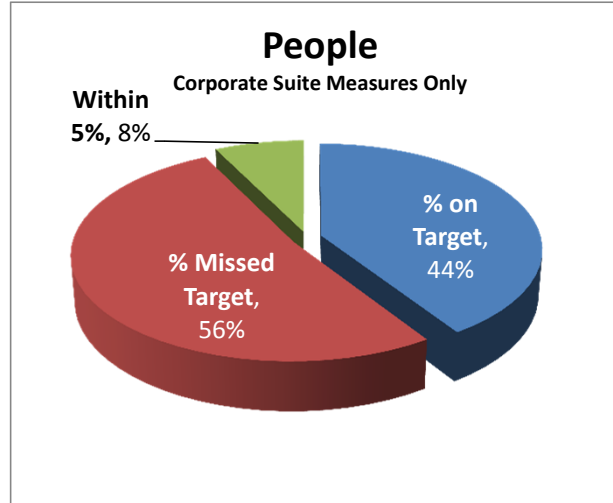
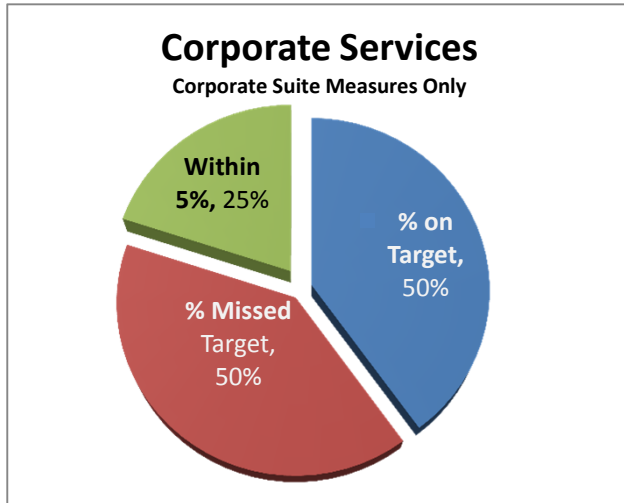
#### AGENDA

- 10.a Quarter 1 2014/15 Performance Monitoring Report.
- 10.c Annual Review of Performance 2013/14.

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# Strategic Quarterly PI Report 2014-15

## Quarter 1 - Summary



# Strategic Quarterly PI Report 2014-15

EOY Report Only	Improvement Plan Only
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Quarter 1




Met Target <b>Green</b>	Within 5% of Target	Missed Target <b>Red</b>
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Red Measure	19	5
Amber Measure	5	4
Green Measure	27	14
No RAG Colour	0	0

PI & desired direction of Travel	Result	Target	Perform	Trend since	N – Numerator * D – Denominator		Comments  (Explanation and Actions)	Responsible Head of Service
	Q1 14-15	Q1 14-15	Q1 13-14	Q1 13-14	Q1 14-15	Q1 13-14		
<b>Corporate Services - Finance</b>								
<b>CS1†</b>  Percentage of customers in the Contact Centre waiting less than 15 minutes	<b>GREEN</b>	75%	72.0%	↗	CS1NM - Number of customers waiting less than 15 minutes			<b>Mike Hawes</b>
	80.6%				21,046	20,071		
				CS1DM - Total number of customers				
						26,102	27,861	
<b>CS2†</b>  Percentage of Customers requests resolved within Contact Centre (ones & dones)	<b>GREEN</b>	94.0%	95.0%	↘	CS2NM - Number of customer requests completed in the contact centre		All new student finance applications are no longer dealt with by the LA. All applications are dealt with without back office assistance. Reduction in callers of 954 compared to same period last year.	<b>Mike Hawes</b>
	94.6%				17,269	18,661		
				CS2DM - Total number of customer requests				
						18,261	19,635	
<b>CFH006†</b>  Percentage of undisputed invoices which were paid in 30 days	<b>AMBER</b>	93.7%	89.6%	↗	CFH006NM - Number of Invoices paid within 30 days from date of receipt.		The Q1 result is slightly below target for the period. This is attributed to a couple of one off issues. The implementation of the authority's new P-card provider ( Barclaycard) is ongoing and is experiencing a number of teething problems and this has caused the quarter's interface files to be late. Also The consolidated British Gas Invoice has adversely impacted the performance figures due to the late submission by British Gas.	<b>Mike Hawes</b>
	91.3%				41,387	46,644		
				CFH006DM - Total number of ( all ) invoices paid in a 30 day period,				
						45,334	52,087	

PI & desired direction of Travel	Result	Target	Perform	Trend since	N – Numerator * D – Denominator		Comments  (Explanation and Actions)	Responsible Head of Service
	Q1 14-15	Q1 14-15	Q1 13-14	Q1 13-14	Q1 14-15	Q1 13-14		

**Corporate Sevices - HR**


<b>CHR002↓</b>  The number of working days/shifts per full time equivalent (FTE) local authority employee lost due to sickness absence	<b>RED</b>  <b>2.96</b>	2.49	2.70		CHR002NM - Total number of working days/shifts lost to sickness absence, for the relevant period	<b>17,113</b>	<b>16,033</b>	The Q1 figures do not include school based staff. Last years figures have been adjusted accordingly for comparison purposes. When the School based figures are available in August they will be amalgamated into these figures. An Officer Working Group led by Martin Nicolls are now meeting regularly to discuss sickness results; topics to be tackled include Performance to date, comparison to last year, reporting arrangements, compliance across Service areas, "Hot Spots", links with Occ Health, and resources	<b>Steve Rees</b>
					CHR002DM - Average Number of FTE employees	<b>5,778</b>	<b>5,939</b>		

PI & desired direction of Travel	Result Q1 14-15	Target Q1 14-15	Perform Q1 13-14	Trend since Q1 13-14	N – Numerator * D – Denominator		Comments  (Explanation and Actions)	Responsible Head of Service
					Q1 14-15	Q1 13-14		
<b>People : Education Inclusion</b>								
EDCP12a↓  Pupils receiving fixed term exc primary schools	<b>GREEN</b>  5	15	8	↗	EDCP12aN - Pupils receiving fixed term exclusions - primary schools 5   8 D		The number of pupils involved this term was particularly low, even lower than the same term last year. The local authority has challenged and supported primary schools to manage pupils' behaviour without the need to make fixed term exclusions	Robin Brown
EDCP12b↓  Pupils receiving fixed term exc secondary schools	<b>GREEN</b>  181	200	169	↘	EDCP12bN - Pupils receiving fixed term exclusions - secondary schools 181   169 D		The number of pupils involved in this PI has risen slightly from the last 3 terms. This may be a 'blip' which will not affect the overall reducing trend. Officers and school link advisers will monitor the numbers involved closely	Robin Brown
EDU008a↓  The number of permanent exclusions during the academic year per 1,000 pupils from primary schools	<b>GREEN</b>  0.00	0.05	0.00	↔	EDU008aN - Number of permanent exclusions during the academic year, upheld by the Governing Body, in primary schools in years 1 or above maintained by the local authority 0   0 EDU008aDM - Total number of pupils on roll in local authority maintained primary schools in years 1 or above at the time of the annual schools census in January 18,006   17,767			Robin Brown


PI & desired direction of Travel	Result	Target	Perform	Trend since	N – Numerator * D – Denominator		Comments  (Explanation and Actions)	Responsible Head of Service
	Q1 14-15	Q1 14-15	Q1 13-14	Q1 13-14	Q1 14-15	Q1 13-14		
<b>EDU008b↓</b>  The number of permanent exclusions during the academic year per 1,000 pupils from secondary schools	<b>AMBER</b>  <b>0.17</b>	0.16	0.08	↘	EDU008bNM - Number of permanent exclusions during the academic year, upheld by the Governing Body, in secondary schools in years 11 or below maintained by the local authority  <b>2</b>	<b>1</b>  EDU008bDM - Total number of pupils on roll in local authority maintained secondary schools in years 11 or below at the time of the annual schools census in January  <b>12,083</b>	There have been no more than one pupil excluded in each of the previous 6 terms, whereas there were two this term. This is still a very low number and within the target range of 2-5. The local authority continues to challenge and support secondary schools to manage pupils' behaviour without the need to exclude	<b>Robin Brown</b>
<b>EDU016a↑</b>  Percentage of pupil attendance in primary schools	<b>GREEN</b>  <b>94.53%</b>	92.50%	92.11%	↗	EDU016aNM - The total number of sessions missed by all pupils in primary schools  <b>1,834,325</b>	<b>1,410,131</b>  EDU016aDM - The total number of sessions possible for all pupils  <b>1,940,458</b>	Attendance has greatly improved for the second term, and is well above the particularly poor Spring Term in 2013 which was affected by measles & other illnesses. Schools have responded well to the challenge to improve.	<b>Robin Brown</b>
<b>EDU016b↑</b>  Percentage of pupil attendance in secondary schools	<b>GREEN</b>  <b>93.36%</b>	91.50%	91.4%	↗	EDU016bNM - The total number of sessions missed by all pupils in secondary schools  <b>1,425,809</b>	<b>1,153,471</b>  ED The total number of sessions possible for all pupils  <b>1,527,158</b>	Attendance has greatly improved for the second term, and is well above the particularly poor Spring Term in 2013 which was affected by measles & other illnesses. Schools have responded well to the challenge to improve.	<b>Robin Brown</b>

PI & desired direction of Travel	Result	Target	Perform	Trend since	N – Numerator * D – Denominator		Comments  (Explanation and Actions)	Responsible Head of Service
	Q1 14-15	Q1 14-15	Q1 13-14	Q1 13-14	Q1 14-15	Q1 13-14		

**People : Social Services - Adult Services**

<b>SCA001↓</b>  The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over	<b>RED</b>  <b>3.23</b>	2.20	1.01		SCA001NM - Total number of local authority residents experiencing a delayed transfer of care during the year for social care reasons 68   21	For consistency we are using the annualised quarterly performance set against the annual target. While performance has missed target, the number of delays is fewer than the corresponding quarter last year. Performance has significantly improved in July (3 delays) and the result is more likely to approach the target as improvements continue. We will continue to work with the health service and providers of domiciliary care to maintain and improve the safe flow of people out of hospital	<b>Carol Rea</b>
					SCA001DM - Total population aged 75+ 21,024   20,759		

**People : Social Services - Child & Family Services**

<b>SCC001a†</b>  The percentage of first placements of looked after children during the year that began with a care plan in place	<b>GREEN</b>  <b>100%</b>	100%	100%		SCC001aNM - The number of first placements of looked after children in the year that had a care plan for the child at the start of the placement. 47   40		<b>David Howes</b>
					SCC001aDM - The total number of first placements for looked after children started in the year. 47   40		

PI & desired direction of Travel	Result	Target	Perform	Trend since	N – Numerator * D – Denominator		Comments  (Explanation and Actions)	Responsible Head of Service
	Q1 14-15	Q1 14-15	Q1 13-14	Q1 13-14	Q1 14-15	Q1 13-14		
<p><b>SCC001b†</b></p> <p>For those children looked after whose second review (due at 4 months) was due in the year, the percentage with a plan for permanence at the due date</p>	<p><b>RED</b></p> <p>91.43%</p>	99%	96.15%	↘	<p>SCC001bNM - The number of looked after children whose second review was due in the year who had a plan for permanence on the due date for the second review.</p> <p>32   25</p> <p>SCC001bDM - The number of looked after children whose second review was due in the year</p> <p>35   26</p>	<p>During the quarter there were 3 (out of possible 35) reviews where there was not a plan for permanence available at the time of the review. The Service Quality Unit through the role of Independent Reviewing Officers support the reviews and pathways for looked after children, and they will continue to monitor performance and suggest improvements to SMT</p>	David Howes	
<p><b>SCC004↓</b></p> <p>The percentage of children looked after on 31 March who have had three or more placements during the year</p>	<p><b>RED</b></p> <p>7.94%</p>	7%	5.13%	↘	<p>SCC004NM - The number of looked after children who had three or more separate placements during the financial year.</p> <p>42   29</p> <p>SCC004DM - The total number of children who were looked after at 31 March</p> <p>529   565</p>	<p>Child and Family Services has a 5 year LAC reduction strategy, and two key areas are achieving permanence at the earliest opportunity and support children close to home area. This approach does require some movements in placements. However there are more placement opportunities being identified through Foster Swansea, and we expect this indicator to improve towards the end of year</p>	David Howes	
<p><b>SCC007a†</b></p> <p>The percentage of referrals during the year that were allocated to a social worker for initial assessment</p>	<p><b>AMBER</b></p> <p>77.28%</p>	80%	77.34%	↘	<p>SCC007aNM - The number of referrals that were allocated to a social worker for initial assessment during the year</p> <p>347   297</p> <p>SCC007aDM - The total number of referrals received during the year</p> <p>449   384</p>	<p>Performance is very close to last year's and this suggests a consistent approach at the front door. We are currently piloting an approach through which initial assessments are undertaken in 2 of our locality teams. This might reduce the number of changes of social worker experienced by a family but impact on performance monitored</p>	David Howes	




PI & desired direction of Travel	Result	Target	Perform	Trend since	N – Numerator * D – Denominator		Comments  (Explanation and Actions)	Responsible Head of Service
	Q1 14-15	Q1 14-15	Q1 13-14	Q1 13-14	Q1 14-15	Q1 13-14		
<b>SCC007b↓</b>  The percentage of referrals during the year that were allocated to someone other than a social worker for initial assessment	<b>RED</b>  <b>2.71%</b>	2%	4.43%	↗	SCC007bNM - The number of referrals that were allocated to someone other than a social worker for initial assessment during the year 11   17 SCC007bDM - The total number of referrals received during the year 406   384	Performance is very close to last year's and this suggests a consistent approach at the front door. We are currently piloting an approach through which initial assessments are undertaken in 2 of our locality teams. This might reduce the number of changes of social worker experienced by a family but impact on performance monitored	David Howes	
<b>SCC007c↓</b>  The percentage of referrals during the year that did not proceed to allocation for initial assessment	<b>RED</b>  <b>20.27%</b>	18%	18.23%	↘	SCC007cNM - The number of referrals that did not proceed to allocation for initial assessment during the year 91   70 SCC007cDM - The total number of referrals received during the year 449   384	Performance is very close to last years and this suggests a consistent approach at the "front door", some changes are taking place as two teams apply the Wirral model, and these will be evaluated in the next month or two	David Howes	
<b>SCC013ai↑</b>  The percentage of open cases of children on the child protection register who have an allocated social worker	<b>GREEN</b>  <b>100%</b>	100%	100%	↔	SCC013aiNM - The number of open cases of children on the Child Protection Register with an allocated social worker 245   196 SCC013aiDM - The total number of open cases of children on the Child Protection Register 245   196		David Howes	
<b>SCC013aii↑</b>  The percentage of open cases of children looked after who have an allocated social worker	<b>GREEN</b>  <b>100%</b>	98%	99.65%	↗	SCC013aiiNM - The number of open cases of children looked after with an allocated social worker 529   563 SCC013aiiDM - The total number of open cases of children looked after 529   565		David Howes	

PI & desired direction of Travel	Result	Target	Perform	Trend since	N – Numerator * D – Denominator		Comments  (Explanation and Actions)	Responsible Head of Service
	Q1 14-15	Q1 14-15	Q1 13-14	Q1 13-14	Q1 14-15	Q1 13-14		
<b>SCC013aiii↑</b>  The percentage of open cases of children in need who have an allocated social worker	<b>RED</b>  71.73%	78%	80.54%	↘	SCC013aiiiNM - The number of open cases of children in need with an allocated social worker  916   927	SCC013aiiiDM - The total number of open cases of children in need  1,277   1,151	The number of children in need has increased by over 100 in the past year, and caseloads/ allocations are routinely monitored on a daily, weekly and monthly basis by team managers, who escalate pressures to SMT.	David Howes
<b>SCC013bi↓</b>  The percentage of open cases of children on the child protection register who are allocated to someone other than a social worker where the child is receiving a service in accordance with her/his assessment or plan	<b>GREEN</b>  0%	0.2%	0%	↔	SCC013biNM - The number of open cases of children on the Child Protection Register allocated to someone other than a social worker where the child is receiving a service in accordance with her/his assessment or plan  0   0	SCC013biDM - The total number of open cases of children on the Child Protection Register  245   196		David Howes
<b>SCC013bii↓</b>  The percentage of open cases of children looked after who are allocated to someone other than a social worker where the child is receiving a service in accordance with her/his assessment or plan	<b>GREEN</b>  0%	1.2%	0.35%	↗	SCC013biiNM - The number of open cases of children on the Child Protection Register allocated to someone other than a social worker where the child is receiving a service in accordance with her/his assessment or plan  0   2	SCC013biiDM - The total number of open cases of children on the Child Protection Register  529   565		David Howes

PI & desired direction of Travel	Result	Target	Perform	Trend since	N – Numerator * D – Denominator		Comments  (Explanation and Actions)	Responsible Head of Service
	Q1 14-15	Q1 14-15	Q1 13-14	Q1 13-14	Q1 14-15	Q1 13-14		
<p><b>SCC013biii ↓</b></p> <p>The percentage of open cases of children in need who are allocated to someone other than a social worker where the child is receiving a service in accordance with her/his assessment or plan</p>	<p><b>RED</b></p> <p><b>22.55%</b></p>	18%	15.99%	↘	<p>SCC013biiiNM - The number of open cases of children in need allocated to someone other than a social worker where the child is receiving a service in accordance with her/his assessment or plan</p> <p><b>288</b>   <b>184</b></p> <p>SCC013biiiDM - The total number of open cases of children in need</p> <p><b>1,277</b>   <b>1,151</b></p>	<p>The number of children in need has increased by over 100 in the past year, and there are more cases allocated to unqualified workers (Support workers and Student Social workers awaiting registration). Caseloads/allocations are routinely monitored on a daily, weekly and monthly basis by team managers, who escalate pressures to SMT.</p>	<b>David Howes</b>	
<p><b>SCC039†</b></p> <p>The percentage of health assessments for looked after children due in the year that have been undertaken</p>	<p><b>RED</b></p> <p><b>88.52%</b></p>	98%	90.45%	↘	<p>SCC039NM - The number of health assessments for looked after children due in the year that have been undertaken</p> <p><b>162</b>   <b>284</b></p> <p>SCC039DM - The number of health assessments for looked after children due to be undertaken in the year</p> <p><b>183</b>   <b>314</b></p>	<p>Swansea achieved 98% by end of last year, and we expect similar performance this year. However there have been some capacity issues within the LAC Health team, and we can improve our notification systems</p>	<b>David Howes</b>	
<p><b>SCC042a†</b></p> <p>The percentage of initial assessments completed within 7 working days</p>	<p><b>RED</b></p> <p><b>86.31%</b></p>	93%	90.45%	↘	<p>SCC042aNM - The number of initial assessments completed within 7 working days.</p> <p><b>309</b>   <b>284</b></p> <p>SCC042aDM - The number of initial assessments completed during the year</p> <p><b>358</b>   <b>314</b></p>	<p>The current pilot of changes to the initial assessment process has impacted on this area of performance. This will form part of the evaluation.</p>	<b>David Howes</b>	

PI & desired direction of Travel	Result	Target	Perform	Trend since	N – Numerator * D – Denominator		Comments  (Explanation and Actions)	Responsible Head of Service
	Q1 14-15	Q1 14-15	Q1 13-14	Q1 13-14	Q1 14-15	Q1 13-14		
<b>SCC042b↓</b>  The average time taken to complete initial assessments that took longer than 7 working days to complete	<b>RED</b>  <b>12.86</b>	10	13.50	↗	SCC042bNM - The total number of working days taken to complete all initial assessments where the number of working days taken was 8 or more  <b>180</b>   <b>405</b>	SCC042bDM - The total number of initial assessments that took 8 days or more to complete.  <b>14</b>   <b>30</b>	The current pilot of changes to the initial assessment process has impacted on this area of performance. This will form part of the evaluation.	<b>David Howes</b>
<b>SCC043a↑</b>  The percentage of required core assessments completed within 35 working days	<b>RED</b>  <b>58.18%</b>	84%	78.34%	↘	SCC043aNM - The number of required core assessments completed within 35 working days during the year  <b>185</b>   <b>123</b>	SCC043aDM - The number of core assessments that were completed during the year  <b>318</b>   <b>157</b>	Performance has been consistently high in this area, and June14 is the lowest result since June 2010. All the reasons for delays were considered by the senior management team, and a high proportion are linked to the court process. A plan to redress the sudden deterioration in performance has been instigated.	<b>David Howes</b>
<b>SCC043b↓</b>  The average time taken to complete those required core assessments that took longer than 35 days	<b>RED</b>  <b>60.29</b>	50.00	54.26	↘	SCC043bNM - The total number of working days taken to complete all required core assessments where the number of working days taken was more than 35.  <b>8,018</b>   <b>1,845</b>	SCC043bDM - The total number of required core assessments that took longer than 35 working days to complete  <b>133</b>   <b>34</b>	Performance has been consistently high in this area, and June14 is the lowest result since June 2010. All the reasons for delays were considered by the senior management team, and a high proportion are linked to the court process. A plan to redress the sudden deterioration in performance has been instigated.	<b>David Howes</b>

PI & desired direction of Travel	Result	Target	Perform	Trend since	N – Numerator * D – Denominator		Comments (Explanation and Actions)	Responsible Head of Service
	Q1 14-15	Q1 14-15	Q1 13-14	Q1 13-14	Q1 14-15	Q1 13-14		
<b>SCC0451</b>  The percentage reviews carried out in accordance with the statutory timetable	<b>GREEN</b>  <b>96.36%</b>	90%	98.33%		SCC045NM - The number of reviews of looked after children, children on the Child Protection Register and children in need due in the year that were carried out within the statutory timescales <b>477</b>	<b>471</b>		<b>David Howes</b>
					SCC045DM - The number of reviews of looked after children, children on the Child Protection Register and children in need due in the year <b>495</b>	<b>479</b>		

PI & desired direction of Travel	Result	Target	Perform	Trend since	N – Numerator * D – Denominator		Comments  (Explanation and Actions)	Responsible Head of Service
	Q1 14-15	Q1 14-15	Q1 13-14	Q1 13-14	Q1 14-15	Q1 13-14		

**Place : Culture, Sport, Lesiure & Tourism**

CTG4 ↑  Grand Theatre Usage (Physical Visits)	<b>GREEN</b>  63,972	58,827	57,998	↗	CTG4NM - Grand Theatre Usage (Physical Visits)  63,972   57,998 D			Tracy McNulty
CTM9a↑  Total number of visitors to Museums and Galleries	<b>GREEN</b>  118,877	109,413	107,783	↗	CTM9aNM - Total number of visitors to Museums and Galleries  118,877   107,783 D			Tracy McNulty
CTM9b↑  Total number of visits made to Museums and Gallery websites	<b>GREEN</b>  81,992	41,900	36,210	↗	CTM9bNM - Total number of visits made to Museums and Gallery websites  81,992   36,210 D		Q1 result has overachieved by more than 20% against target due to better than expected web traffic being attracted to the Dylan Thomas website due to centenary related publicity/events/activities.	Tracy McNulty
LCL001↑  The number of visits to public libraries during the year per 1,000 population	<b>AMBER</b>  1270	1292	1,269.8	↗	LCL001NM - The number of visits to Public Libraries during the year per 1,000 population  304,404   304,241 LCL001DM - Total population  240   240		Q1 has just fallen short of its target but as a positive remains on par with what was achieved last year. However, the underperformance is due to a couple of factors that include the continued national downward trend of library visits which has been further compounded by the roadworks and car parking issues around the Civic Centre. Actions to improve concentrate on electronic library services with the introduction of e-books and e-magazines for downloads.	Tracy McNulty

PI & desired direction of Travel	Result	Target	Perform	Trend since	N – Numerator * D – Denominator		Comments  (Explanation and Actions)	Responsible Head of Service
	Q1 14-15	Q1 14-15	Q1 13-14	Q1 13-14	Q1 14-15	Q1 13-14		
<b>Place : Planning</b>								
<b>EP28 ↑</b>  The percentage of all planning applications determined within 8 weeks	<b>RED</b>  <b>61.5%</b>	80%	81.5%	↓	EP28NM - The number of all planning applications determined during the year within 8 weeks 256   321	EP28DM - The total number of all planning applications determined during the year 416   394	<b>Explanation:</b> The introduction of a Document Management System has led to disruption in the validation of new applications and a greater focus on clearing the backlog of older applications. A high number of staff vacancies have resulted in disruption to performance <b>Action:</b> Monitor target for remainder of year and restructure to address resource issues.	<b>Phil Holmes</b>
<b>PLA004c ↑</b>  The percentage of householder planning applications determined during the year within 8 weeks	<b>RED</b>  <b>74.6%</b>	90%	88.7%	↓	PLA004cNM - The number of householder planning applications determined during the year within 8 weeks 135   180	PLA004cDM - The total number of householder planning applications determined during the year 181   203	A high number of staff vacancies have resulted in disruption to performance Action: Monitor target for remainder of year and restructure to address resource issues.	<b>Phil Holmes</b>
<b>PLA005 ↑</b>	<b>RED</b>				PLA005NM - The number of enforcement cases resolved during the year within 12 weeks of receipt. 45   73	PLA005DM - The total number of enforcement cases resolved during the year. 125   180	The 55% target was missed by some 19%. This is largely due to the Enforcement Team's efforts in dealing with older complaints and the staffing problems experienced by the Enforcement Team in recent	

PI & desired direction of Travel	Result	Target	Perform	Trend since	N – Numerator * D – Denominator		Comments  (Explanation and Actions)	Responsible Head of Service
	Q1 14-15	Q1 14-15	Q1 13-14	Q1 13-14	Q1 14-15	Q1 13-14		
Percentage of enforcement cases resolved during the year within 12 weeks	<b>36.0%</b>	55%	40.6%	<b>↘</b>			times. The Enforcement Team has however recruited additional staff in recent months. It is therefore anticipated that general performance will start to improve, although the 12 week performance figure will not vastly improve until the backlog of older complaints are dealt with.	<b>Phil Holmes</b>



PI & desired direction of Travel	Result	Target	Perform	Trend since	N – Numerator * D – Denominator		Comments  (Explanation and Actions)	Responsible Head of Service
	Q1 14-15	Q1 14-15	Q1 13-14	Q1 13-14	Q1 14-15	Q1 13-14		

**Place : Housing & Public Protection**

<b>EMP8↑</b>  EMP8 - The percentage of general pest control & animal impounding service requests within 3 working days	<b>RED</b>  <b>77.1%</b>	97%	98%	↓	EMP8NM - No. of service requests responded to within target <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: right;">1,842</td> <td style="text-align: right;">3,245</td> </tr> </table> EMP8DM - Total no. of service requests received in period <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: right;">2,390</td> <td style="text-align: right;">3,328</td> </tr> </table>	1,842	3,245	2,390	3,328	Target missed. The Pest control/animal service has been running at 75% capacity over the last 6 months due to sickness of specialist staff. <b>Action</b> - Currently exploring feasibility to cover shortfall	<b>Lee Morgan</b>
1,842	3,245										
2,390	3,328										
<b>HHA002 ↓</b>  The average number of working days between homeless presentation and discharge of duty for households found to be statutory homeless	<b>GREEN</b>  <b>50.14</b>	52	45.66	↓	HHA002NM - The total number of working days between homeless presentation and discharge or cessation of duty for households who are owed the full section 193 duty – <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: right;">2,958</td> <td style="text-align: right;">3,196</td> </tr> </table> HHA002DM - The total number of homeless households to whom a full section 193 duty has been discharged or ceased during the year following a homeless presentation <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: right;">59</td> <td style="text-align: right;">70</td> </tr> </table>	2,958	3,196	59	70	Target achieved, however the overall result shows a worse performance than Q1 last year due to a small number of households remaining in temporary accommodation for over 100 days as finding an appropriate solution to their housing need was challenging due to complex circumstances and this affected overall performance. <b>Action</b> - Rigorous case monitoring will continue	<b>Lee Morgan</b>
2,958	3,196										
59	70										
<b>HHA016 ↓</b>  The average number of days all homeless families with children spent in B&B accommodation	<b>GREEN</b>  <b>0.00</b>	7	1.00	↗	HHA016NM - Total number of days spent in B&B accommodation by all homeless families with children. (The numerator is the sum of the number of days spent in B&B accommodation by each family with children whose duty has been discharged or ceased during the year) <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: right;">0</td> <td style="text-align: right;">1</td> </tr> </table> HHA016DM - Total number of homeless families with children whose duty has been discharged or ceased during the year <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: right;">0</td> <td style="text-align: right;">1</td> </tr> </table>	0	1	0	1	Target achieved as no families placed in B&B Q1 14/15	<b>Lee Morgan</b>
0	1										
0	1										

PI & desired direction of Travel	Result Q1 14-15	Target Q1 14-15	Perform Q1 13-14	Trend since Q1 13-14	N – Numerator * D – Denominator		Comments  (Explanation and Actions)	Responsible Head of Service
					Q1 14-15	Q1 13-14		
HSG1↓  The amount of current tenant arrears	GREEN  £1,136,321	£1,154,569	£1,040,910	↘	HSG1NM - The amount of current tenant arrears outstanding 1,136,321	1,040,910	Target achieved however performance worse than Q1 last year as overall arrears continue to increase due to the economic climate and the impact of the Spare Room Subsidy element of Welfare Reform. <b>Actions</b> will be escalated as appropriate alongside various initiatives in place to support tenants. We will continue to closely monitor performance	Lee Morgan
HSG2↓  The number of void properties	GREEN  280	331	324	↗	HSG2NM - The number of void properties at the end of the period 280	324	Target achieved	Lee Morgan
PP1 ↑ Of the houses in multiple occupation known to the local authority, the percentage that have either a full licence or that have been issued with a licence with conditions attached	AMBER  90.3%	93%	87.9%	↗	PP1NM - The number of HMOs that either have with a full licence or that have been issued with a licence with conditions attached 1,567	1,553	Target missed due to increased demands on team . <b>Action</b> - Not all HMOs require licensing and work to identify licensable HMOs is ongoing.	Lee Morgan
					PP1DM - The total number of HMOs known to the local authority 1,736	1,767		
PP2 ↑  The percentage of high risk businesses that were liable to a programmed inspection that were inspected for Food Hygiene	RED  36.62%	100%	95%	↘	PP2NM - The number of high risk business that were inspected during the year to date 52	121	Target missed due to resourcing more intensive food poisoning/accident investigations. <b>Action</b> - Currently exploring options to reallocate work/recruit resources.	Lee Morgan
					PP2DM - The number of high risk business that were selected for inspection at the beginning of the year for the period October to December 142	127		



PI & desired direction of Travel	Result	Target	Perform	Trend since	N – Numerator * D – Denominator		Comments (Explanation and Actions)	Responsible Head of Service
	Q1 14-15	Q1 14-15	Q1 13-14	Q1 13-14	Q1 14-15	Q1 13-14		

**Place : Highways & Transportation**

<p><b>CRE4 ↑</b></p> <p>Percentage of priority graffiti jobs completed within 7 days</p>	<p><b>GREEN</b></p> <p>100%</p>	100%	100%	↔	<p>CRE4NM - No. of "priority" graffiti jobs completed within 7 days within the quarter</p> <p>47   34</p> <p>CRE4DM - Total no. of "priority" graffiti jobs within the quarter</p> <p>47   34</p>		Stuart Davies
<p><b>STS005b ↑</b></p> <p>The percentage of highways and relevant land inspected of a high or acceptable standard of cleanliness</p>	<p><b>GREEN</b></p> <p>98.11%</p>	97%	96.74%	↗	<p>STS005bNM - The number of inspections of highways and relevant land undertaken during the quarter that had a high or acceptable level of cleanliness</p> <p>156   178</p> <p>STS005bDM - The total number of inspections of highways and relevant land in the quarter</p> <p>159   184</p>		Stuart Davies
<p><b>STS006 ↑</b></p> <p>The percentage of reported fly tipping incidents cleared within 5 working days</p>	<p><b>GREEN</b></p> <p>92.23%</p>	92%	90.94%	↗	<p>STS006NM - The number of reported fly tipping incidents in the quarter cleared within 5 working days</p> <p>819   592</p> <p>STS006DM - The total number of fly tipping incidents recorded by the authority during the quarter</p> <p>888   651</p>		Stuart Davies

PI & desired direction of Travel	Result	Target	Perform	Trend since	N – Numerator * D – Denominator		Comments  (Explanation and Actions)	Responsible Head of Service
	Q1 14-15	Q1 14-15	Q1 13-14	Q1 13-14	Q1 14-15	Q1 13-14		

**Place : Waste Management**

<b>WMT004b ↓</b>  The percentage of municipal waste collected by local authorities sent to landfill	<b>GREEN</b>  <b>42.58%</b>	48%	42.42%		WMT004bNM - The tonnage of local authority collected municipal waste sent to landfill by the local authority  <b>12,123</b>   <b>11,558</b>	The % of municipal waste landfilled during the reported quarter has met the target but is slightly below the same quarter last year. This is due to a decrease in the level of material sent for Energy From Waste during the period.	Chris Howell
					WMT004bDM - The total tonnage of municipal waste collected by the local authority  <b>28,472</b>   <b>27,244</b>		
<b>WMT009b ↑</b>  The percentage of municipal waste collected by local authorities and prepared for reuse and/or recycled, including source segregated bio wastes that are composted or treated biologically in another way	<b>GREEN</b>  <b>54.24%</b>	52%	49.34%		WMT009bNM - The tonnage of local authority collected municipal waste prepared for reuse, recycled and/or collected as source segregated bio wastes and composted or treated biologically in another way by the local authority  <b>15,443</b>   <b>13,441</b>		Chris Howell
					WMT009bDM - The tonnage of municipal waste collected by the local authority  <b>28,472</b>   <b>27,244</b>		

PI & desired direction of Travel	Result	Target	Perform	Trend since	N – Numerator * D – Denominator		Comments  (Explanation and Actions)	Responsible Head of Service
	Q1 14-15	Q1 14-15	Q1 13-14	Q1 13-14	Q1 14-15	Q1 13-14		

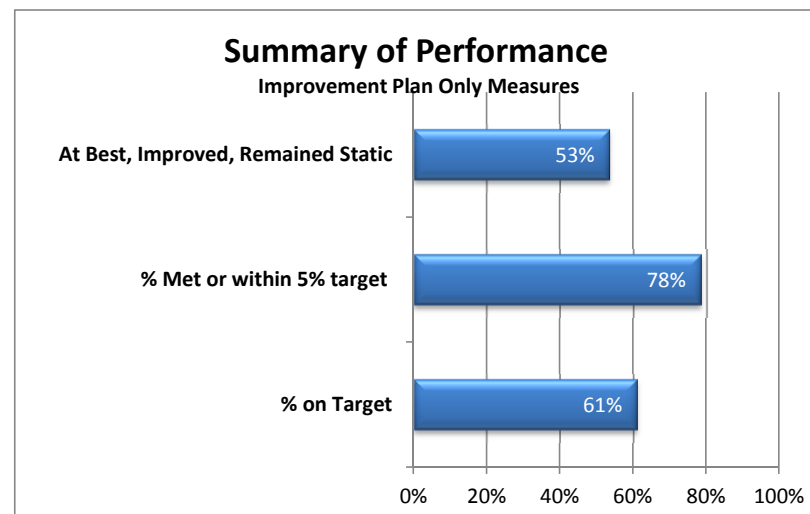
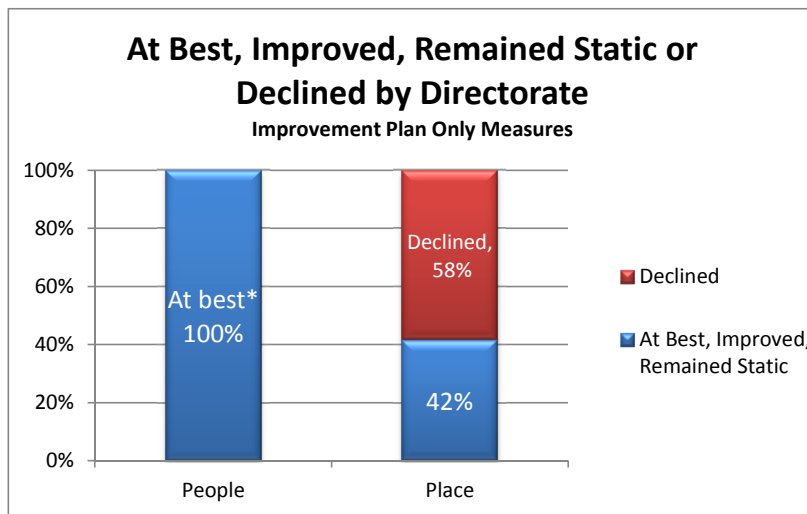
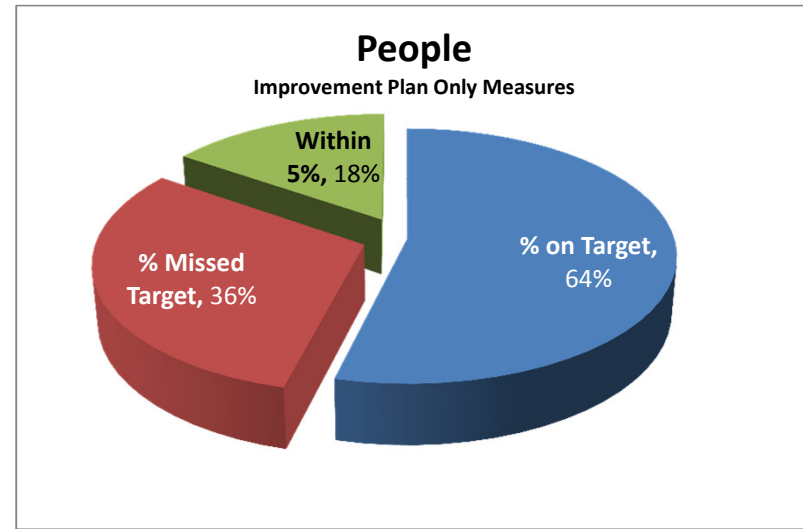
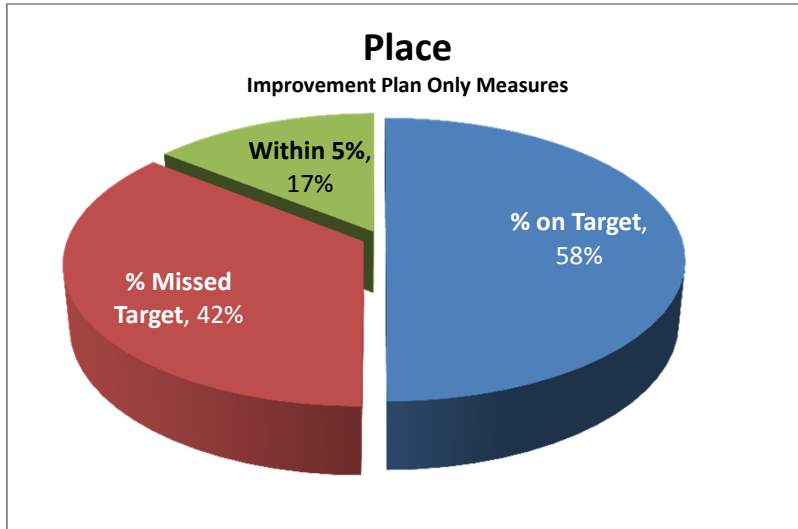
**Place : Economic Regeneration & Planning**

<b>BBMA1 ↑</b>  Increase in the number of projects with social benefit clauses & Beyond Bricks and Mortar in their contracts	<b>GREEN</b>  4	4	6		BBMA1NM - No. of BB&M projects containing SBCs from this current reporting year minus no. of BB&M projects containing SBCs from the previous year providing the increased number of projects worked on in the reporting year  <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;">4</td> <td style="text-align: center;">6</td> </tr> <tr> <td colspan="2" style="text-align: center;">D</td> </tr> </table>	4	6	D		The target is an annual target, counted when contracts containing social benefit clauses actually start. Additional projects awaiting starts will be counted in the next quarter.	<b>Phil Holmes</b>		
4	6												
D													
<b>WWC1 ↑</b>  The number of people entering employment as a result of participation in the project	<b>RED</b>  44	75	62		WWC1NM - The number of people entering employment as a result of participation in the project  <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;">44</td> <td style="text-align: center;">62</td> </tr> <tr> <td colspan="2" style="text-align: center;">D</td> </tr> </table>	44	62	D		Staff shortages continue to inhibit job outcomes, exacerbated by a confused funding picture. A substantive recruitment exercise is underway	<b>Phil Holmes</b>		
44	62												
D													
<b>WWC2 ↑</b>  The percentage of individuals exiting Workways who said that it had made a positive difference	<b>GREEN</b>  89.1%	70.0%	63.4%		WWC2NM - The number of individuals exiting Workways who said that it had made a positive difference  <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;">49</td> <td style="text-align: center;">59</td> </tr> <tr> <td colspan="2" style="text-align: center;">D - The number of individuals exiting Workways</td> </tr> <tr> <td style="text-align: center;">55</td> <td style="text-align: center;">93</td> </tr> </table>	49	59	D - The number of individuals exiting Workways		55	93	Collection and capture of data and responses has improved	<b>Phil Holmes</b>
49	59												
D - The number of individuals exiting Workways													
55	93												

PI & desired direction of Travel	Result	Target	Perform	Trend since	N – Numerator * D – Denominator		Comments (Explanation and Actions)	Responsible Head of Service
	Q1 14-15	Q1 14-15	Q1 13-14	Q1 13-14	Q1 14-15	Q1 13-14		

## Corporate Plan Improvement Objectives 2014-15

### Quarter 1 - Summary



\* NB - Only 3 Pis have comparable data to Q1 13/14

PI & desired direction of Travel	Result	Target	Perform	Trend since	N – Numerator * D – Denominator		Comments (Explanation and Actions)	Responsible Head of Service
	Q1 14-15	Q1 14-15	Q1 13-14	Q1 13-14	Q1 14-15	Q1 13-14		

## Corporate Plan Improvement Objectives - 2014-15

### Quarter 1

**Improvement Objective: To support improvement to school attendance and attainment of all learners aged 3 – 19 years so that each can achieve their potential**

### Education



EDU016a†  Percentage of pupil attendance in primary schools	GREEN				EDU016aNM - The total number of sessions missed by all pupils in primary schools <b>1,834,325</b>	<b>1,410,131</b>	Robin Brown
	94.53%	92.50%	92.1%	↗	EDU016aDM - The total number of sessions possible for all pupils <b>1,940,458</b>	<b>1,530,940</b>	
EDU016b†  Percentage of pupil attendance in secondary schools	GREEN				EDU016bNM - The total number of sessions missed by all pupils in secondary schools <b>1,425,809</b>	<b>1,153,471</b>	Robin Brown
	93.36%	91.50%	91.4%	↗	EDU016bDM - The total number of sessions possible for all pupils <b>1,527,158</b>	<b>1,262,134</b>	

**Improvement Objective: Help people adopt and develop healthy and sustainable lifestyles in order to improve health.**

**No quarterly measures**

PI & desired direction of Travel	Result	Target	Perform	Trend since	N – Numerator * D – Denominator		Comments  (Explanation and Actions)	Responsible Head of Service
	Q1 14-15	Q1 14-15	Q1 13-14	Q1 13-14	Q1 14-15	Q1 13-14		

**Improvement Objective: Promote affordable credit and savings options and help people maximise their income and entitlements**

<b>HSG15†</b>  The percentage of Eviction warrants for Rent arrears raised against Council tenants suspended due to support and financial assistance	<b>GREEN</b>  <b>75.00%</b>	65.00%	80.26%		HSG15NM - The number of Warrants suspended throughout the year 84   61	Target achieved however performance worse than Q1 last year as the total number of warrants raised increased overall due to the impact of Spare room subsidy and increase in arrears. <b>Action</b> - Rigorous monitoring of cases continues. Existing support mechanisms will continue to be offered to help tenants manage their financial difficulties.	<b>Lee Morgan</b>
					HSG15DM - The total number of Warrants raised 112   76		
<b>HSG18†</b>  The number of council tenants joining the Credit Union	<b>GREEN</b>  <b>109</b>	104	16		HSG18NM - The number of tenants who have joined the Credit Union in the last year 109   16	109 tenants have joined the credit union from April 2013 to Q1 14/15. The projected target set is to recruit a total of 150 tenants up to 2014/15	<b>Lee Morgan</b>
					D		



PI & desired direction of Travel	Result	Target	Perform	Trend since	N – Numerator * D – Denominator		Comments  (Explanation and Actions)	Responsible Head of Service
	Q1 14-15	Q1 14-15	Q1 13-14	Q1 13-14	Q1 14-15	Q1 13-14		
<b>Improvement Objective: Improve Housing &amp; Housing Supply in order to increase the availability of good quality affordable housing</b>								
HSG2↓  The number of void properties	<b>GREEN</b>  280	331	324	↗	HSG2NM - The number of void properties at the end of the period 280   324 D		Target achieved	Lee Morgan
HSG16 ↑  No. of new Affordable Housing units provided	<b>RED</b>  20	946	42	↘	HSG16NM - No of new affordable housing units provided 20   42 D		Fixed targets are problematic for this area as projections of what is likely to be provided are dependent on factors completely outside the direct control of the Council, i.e. social housing grant, housing market activity etc. However RSL's currently project that they are aiming to deliver 241 new affordable housing units this year. <b>Action</b> - we will continue to maximise the delivery of affordable housing and further research is being undertaken into new ways of delivery through different funding models.	Lee Morgan
HSG17 ↑  The percentage of tenants staying in their Council tenancy for more than 2 years	<b>AMBER</b>  77.17%	78.00%	77.54%	↘	HSG17NM - The number of current tenancies over 2 years 10,249   10,312 HSG17DM - The total number of current tenancies 13,281   13,299		Target slightly missed compared with Q1 last year due to a slight increase in the number of tenants ending their tenancies within 2 years despite the number of support mechanisms in place. <b>Action</b> - this is being closely monitored and work to proactively support tenants to sustain their tenancies will continue.	Lee Morgan

PI & desired direction of Travel	Result	Target	Perform	Trend since	N – Numerator * D – Denominator		Comments  (Explanation and Actions)	Responsible Head of Service
	Q1 14-15	Q1 14-15	Q1 13-14	Q1 13-14	Q1 14-15	Q1 13-14		
<b>Improvement Objective: Develop partnerships, skills and infrastructure in order to attract and grow a knowledge based economy creating jobs grounded in key sectors.</b>								
<b>EC1 ↑</b>  The percentage of all applicants and 3rd parties satisfied or very satisfied with the Planning application service	<b>RED</b>  <b>80.0%</b>	93%	80.9%	↓	EC1NM - Total number of applicants and 3rd parties satisfied or very satisfied with the Planning application service <b>88</b>   <b>38</b>	EC1DM - Total number of Planning questionnaires received in the quarter <b>110</b>   <b>47</b>	The target has been achieved for applicants (95%) but not for 3rd party respondents (71%); however the vast majority of the issues raised by 3rd parties (80%) were not related to service delivery but to dissatisfaction with the consultation process, which is prescribed under the provisions of the Town & County Planning (Development Management) Order 2012 or with the decision of the Authority.	<b>Phil Holmes</b>
<b>EC2 ↑</b>  The percentage of all major and minor applications with an economic imperative that are approved	<b>AMBER</b>  <b>84.9%</b>	88%	83.2%	↗	EC2NM - Total number of major and minor applications with an economic imperative that are approved <b>129</b>   <b>109</b>	EC2DM - Total number of major and minor applications determined in the quarter <b>152</b>   <b>131</b>	Service is in the process of restructuring and has been subject to disruption as a result of staff resources, introduction of the Document management system and re-engineering of business processes. Action : Once all the changes have been adopted the performance is expected to improve	<b>Phil Holmes</b>
<b>BBMA1 ↑</b>  Increase in the number of projects with social benefit clauses & Beyond Bricks and Mortar in their contracts	<b>GREEN</b>  <b>4</b>	4	6	↓	BBMA1NM - No. of BB&M projects containing SBCs from this current reporting year minus no. of BB&M projects containing SBCs from the previous year providing the increased number of projects worked on in the reporting year <b>4</b>   <b>6</b>	<b>D</b>	The target is an annual target, counted when contracts containing social benefit clauses actually start. Additional projects awaiting starts will be counted in the next quarter.	<b>Phil Holmes</b>
<b>WWC1 ↑</b>  The number of people entering employment as a result of participation in the project	<b>RED</b>  <b>44</b>	75	62	↓	WWC1NM - The number of people entering employment as a result of participation in the project <b>44</b>   <b>62</b>	<b>D</b>	Staff shortages continue to inhibit job outcomes, exacerbated by a confused funding picture. A substantive recruitment exercise is underway	<b>Phil Holmes</b>

PI & desired direction of Travel	Result	Target	Perform	Trend since	N – Numerator * D – Denominator		Comments  (Explanation and Actions)	Responsible Head of Service
	Q1 14-15	Q1 14-15	Q1 13-14	Q1 13-14	Q1 14-15	Q1 13-14		
<b>Improvement Objective: Provide support for children in the early years in Swansea so that they are ready for learning and make developmental progress. grounded in key sectors.</b>								
<b>No quarterly measures</b>								

<b>Improvement Objective: Minimise waste and increase recycling through promotion, working with others and by targeting low participating areas</b>								
<b>STS006 ↑</b>  The percentage of reported fly tipping incidents cleared within 5 working days	<b>GREEN</b>					STS006NM - The number of reported fly tipping incidents in the quarter cleared within 5 working days <b>819</b>   <b>592</b>		<b>Stuart Davies</b>
	<b>92.23%</b>	92%	90.94%	<b>↗</b>	STS006DM - The total number of fly tipping incidents recorded by the authority during the quarter <b>888</b>   <b>651</b>			
<b>WMT004b ↓</b>  The percentage of municipal waste collected by local authorities sent to landfill	<b>GREEN</b>					WMT004bNM - The tonnage of local authority collected municipal waste sent to landfill by the local authority <b>12,123</b>   <b>11,558</b>		<b>Chris Howell</b>
	<b>42.6%</b>	48%	42.42%	<b>↘</b>	WMT004bDM - The total tonnage of municipal waste collected by the local authority <b>28,472</b>   <b>27,244</b>			
<b>WMT009b ↑</b>  The percentage of municipal waste collected by local authorities and prepared for reuse and/or recycled, including source segregated bio wastes that are composted or treated biologically in another way	<b>GREEN</b>					WMT009bNM - The tonnage of local authority collected municipal waste prepared for reuse, recycled and/or collected as source segregated bio wastes and composted or treated biologically in another way by the local authority <b>15,443</b>   <b>13,441</b>		<b>Chris Howell</b>
	<b>54.2%</b>	52%	49.34%	<b>↗</b>	WMT009bDM - The tonnage of municipal waste collected by the local authority <b>28,472</b>   <b>27,244</b>			

PI & desired direction of Travel	Result	Target	Perform	Trend since	N – Numerator * D – Denominator		Comments  (Explanation and Actions)	Responsible Head of Service
	Q1 14-15	Q1 14-15	Q1 13-14	Q1 13-14	Q1 14-15	Q1 13-14		
<b>Improvement Objective: People are safe, well and supported to live independently (Child &amp; Family)</b>								
<b>CFS1 ↓</b>  Number of children becoming looked after	<b>GREEN</b>  47.00	Amended Projection  180.00	see comment		CFS1NM - Looked after children are those children who are becoming looked after by the local authority i.e. they are placed either in the care of the local authority  47		New KPI - No data available for Q1 13/14	David Howes
					D			
<b>CFS2 ↓</b>  Number of children looked after	<b>AMBER</b>  529.00	Projection not target  513.00	see comment		CFS2NM - Looked after children are those children who are looked after by the local authority i.e. they are either in the care of the local authority  529		New KPI - No data available for Q1 13/14	David Howes
					D			
<b>CFS7 ↓</b>  Percentage of children on the Child Protection Register who have been de-registered and then re-registered	<b>RED</b>  16.3%	15%	see comment		CFS7NM - The number of children who had previously been on the CPR in Swansea regardless of how long ago that was  40		Slight changes are to be expected within this local measure, as the number of children on the protection register is subject to change. At end of quarter 40 out of 245 counted as re-registrations, although all but 5 being over 1 year later. Managers are to look into whether any learning is needed from past child protection planning.	David Howes
					CFS7DM - The no. of children registered to the CPR at any time during the year and counts any re-registrations that may have occurred during the year.  245			
<b>CFS8 ↓</b>  Percentage of children who remain on the Child Protection Register for more than one year	<b>GREEN</b>  11.4%	less than  14%	see comment		CFS8NM - Number of Children who have been on the Register for more than one year at end of period  28		New KPI - No data available for Q1 13/14	David Howes
					CFS8DM - Number of Children on Child Protection Register at end of period  245			

PI & desired direction of Travel	Result	Target	Perform	Trend since	N – Numerator * D – Denominator		Comments  (Explanation and Actions)	Responsible Head of Service
	Q1 14-15	Q1 14-15	Q1 13-14	Q1 13-14	Q1 14-15	Q1 13-14		
<b>CFS9 ↑</b>  Percentage of children in mainstream foster care who are placed with Foster Swansea	<b>AMBER</b>  <b>62.8%</b>	63%	see comment		CFS9NM - The number of Children who are placed with a family, in a foster placement supported by Foster Swansea at end of period.  <b>186</b>		Amended result-denominator is, (as defined) the total number of Swansea children looked after in foster care, New KPI - No data available for Q1 13/14	<b>David Howes</b>
					CFS9DM - Total number of children looked after in a foster placement at end of period  <b>296</b>			
<b>CFS10 ↓</b>  Number of children in residential care	<b>GREEN</b>  <b>48.00</b>	50.00	see comment		CFS10NM - Total number of children supported in residential forms of care, including mother and baby and specialist residential/educational services  <b>48</b>		New KPI - No data available for Q1 13/14	<b>David Howes</b>
					<b>D</b>			
<b>CFS11 ↑</b>  Percentage of children looked after in a family placement	<b>GREEN</b>  <b>90.9%</b>	90%	see comment		CFS11NM - The number who were in foster placements or placed for adoption at end of quarter  <b>481</b>		New KPI - No data available for Q1 13/14	<b>David Howes</b>
					CFS11DM - Total number of children who were looked after at end of quarter  <b>529</b>			

PI & desired direction of Travel	Result	Target	Perform	Trend since	N – Numerator * D – Denominator		Comments  (Explanation and Actions)	Responsible Head of Service
	Q1 14-15	Q1 14-15	Q1 13-14	Q1 13-14	Q1 14-15	Q1 13-14		

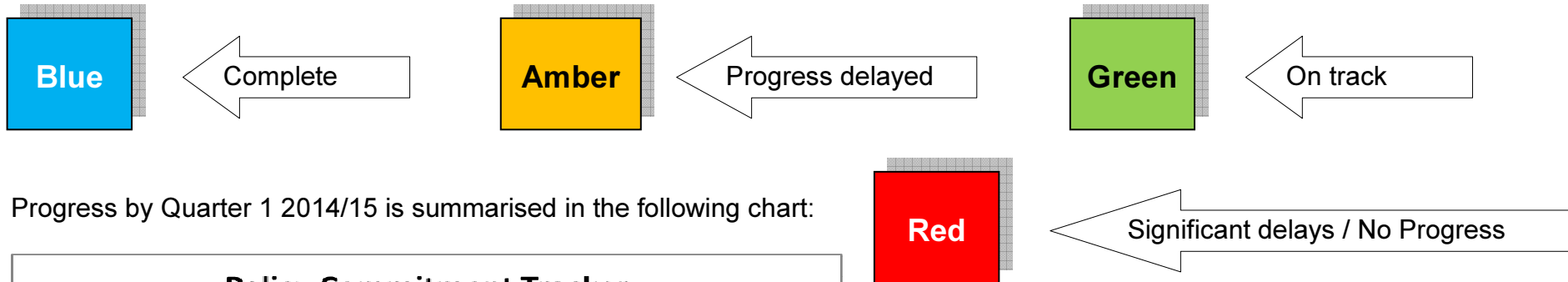
**Improvement Objective: People are safe, well and supported to live independently (Adult Services)**

<b>AS4 ↑</b>  Percentage of clients returning home following reablement	<b>GREEN</b>	60%	see comment		AS4NM - Number of clients returning home after a period of reablement	New KPI - No data available for Q1 13/14	Carol Rea
	67.6%				25		
<b>SSA2 ↓</b>  The average number of working days taken from completion of the care plan and / or installation of aids / equipment	<b>RED</b>	7.00	10.52	↗	SSA2NM - The total number of working days taken to provide and/or install aids/equipment	Comment: Historically performance for this indicator for quarter one is often above target and then improves over the course of the year. For example, 12/13 performance for Q1 was 10.52; by Q4 performance had improved to 6.69 . More generally, performance has been affected by the emphasis on larger & critical items of equipment (e.g. specialist beds). These reduce the ability to deliver smaller items of equipment. We will continue to monitor performance with partners, the performance is however in line with what has been agreed with other LA and Health Board partners across Western Bay.	Carol Rea
	10.10				8,929		
					884		

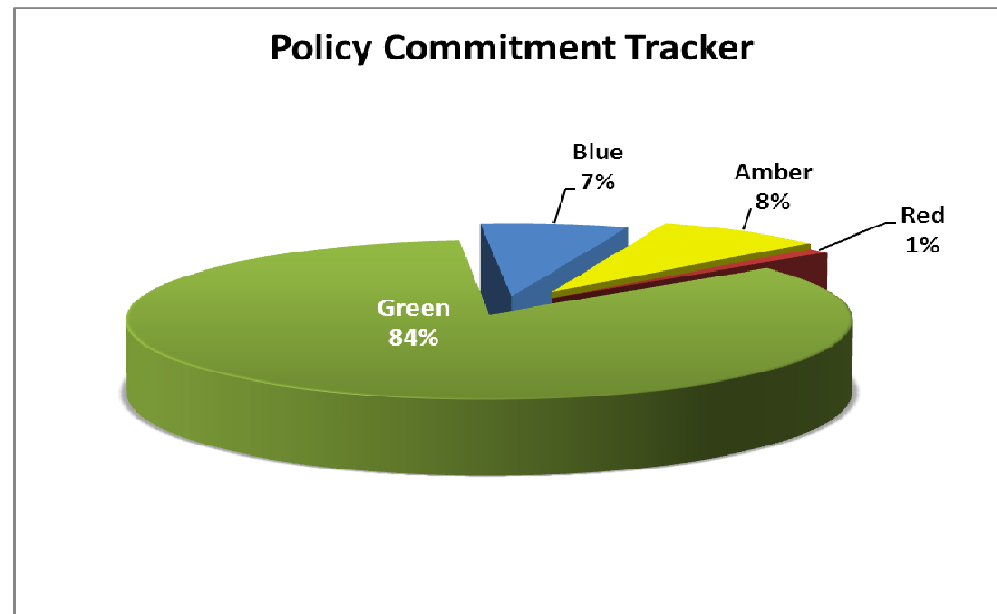
## Policy Commitments Tracker - by Manifesto Theme: Progress by Quarter 1 2014/15

The Policy Commitments represent the Council's key priorities for delivery and were adopted by Council on 26<sup>th</sup> July 2012. Policy Commitments vary in their nature, some have specific in year outcomes, and others are targets to progress toward over 5 or more years. The Policy Commitments Tracker describes and is used to monitor the Council's progress delivering the Policy Commitments.

Progress is denoted by a BRAG status as follows:



Progress by Quarter 1 2014/15 is summarised in the following chart:



## Policy Commitments Tracker, by Manifesto Theme

Standing Up for Strong Council Finances				
Policy Commitment	Anticipated Outcome	Milestones and steps to deliver it (including next steps)	Responsible Officer/ Cabinet Member	Progress during Qtr 1 2014/15 & RAG status <sup>1</sup>
Undertake an urgent review of the Council's finances and assets in order to start putting the management of these on a sensible, sound long-term basis <b>(ref: 3.1)</b>	A robust and rigorous financial model and budget strategy.  A sound financial position.	The Budget Review Group has been established to review all aspects of the Council's budgets and a new Budget Strategy has been developed as part of Sustainable Swansea  Cabinet approval of the Sustainable Swansea delivery programme 29 July 2014  Mid-term Budget Statement October 2014	Head of Financial Services & Chief Operating Officer(Property Assets)  Cllr Rob Stewart	<b>Amber</b>  Continuous reviews ongoing on an Area and Service basis. However, process is time consuming and resource intensive and activity is currently being targeted on delivery of those actions already identified.
Seek to ensure that Council expenditure and other local public bodies make on the procurement of goods and services, for the benefit of the local economy, jobs and training. <b>(ref: 3.4)</b>	The benefits of Council expenditure and the expenditure of other public bodies is maximized in the local areas	Many contracts to date have incorporated social benefit clauses. Ongoing Beyond Bricks and Mortar initiative to be delivered in line with performance targets.  Expenditure in Swansea SA1 – SA8 improved from £73m 2011/12 to £85m 2012/13	Head of Economic Regeneration & Planning & Strategic Procurement Manager  Cllr Rob Stewart	<b>Green</b>

<sup>1</sup> Blue = complete, Green = on track, Amber = progress delayed / concerns with delivery, Red = significant delays / no progress



Policy Commitment	Anticipated Outcome	Milestones and steps to deliver it (including next steps)	Responsible Officer/ Cabinet Member	Progress during Qtr 1 2014/15 & RAG status <sup>2</sup>
<p>Explore collaborative and innovative ways in which local services can be financed and delivered most efficiently.</p> <p><b>(ref: 3.4)</b></p>	<p>New models of service delivery which are collaborative and innovative</p>	<p><i>Sustainable Swansea, fit for the future</i> is the Council's future service and budget strategy and provides the framework to agree which services we will provide in the future different funding options and alternative delivery models for these.</p> <p>Cabinet approval of the Sustainable Swansea delivery programme 29 July 2014.</p>	<p>Director of Corporate Services</p> <p>Cllr Rob Stewart</p>	<p><b>Green</b></p>

<sup>2</sup> Blue = complete, Green = on track, Amber = progress delayed / concerns with delivery, Red = significant delays / no progress

## Standing Up for Council Democracy

Policy Commitment	Anticipated Outcome	Milestones and steps to deliver it	Responsible Officer/ Cabinet Member	Progress during Qtr 1 2014/15 & RAG status
Implement a “Swansea Councillor Charter”, which is a higher standard of stewardship for Councillors beyond that anticipated in the Code of Conduct  <b>(ref: 4.5)</b>	Excellent standards of stewardships displayed by Councillors	This commitment has been delivered and the Charter is in place. However, the real outcome will take longer to achieve and evidence.  Evaluation to be undertaken after one year	Head of Democratic Services  Deputy Leader, Christine Richards	<b>Blue</b>
Introduce a ‘Pledge on Standards’ and work with the Standards Committee in developing its democratic structures, ensuring fairness, equality & efficiency.  <b>(ref: 4.7)</b>	Democratic structures are fair, equal and efficient.	This commitment has been delivered and the Pledge is in place.  Evaluation to be undertaken after one year	Head of Democratic Services  Deputy Leader, Christine Richards	<b>Blue</b>
Consult the Standards Committee and agree best practice with regard to new Committee structures & balance of representation aiming to promote efficiency of resource, equality of representation <b>(ref: 4.8)</b>	Democratic structures maximise the skills and knowledge within the Council.  Democratic structures have equality of representation	All Political Group Leaders and the Chief Executive have individually met with the Standards Cttee and members of the Standards Cttee now routinely attend Cllr training sessions, so they are trying to be more active with Cllrs to promote two way communication	Head of Legal, Democratic Services and Procurement  Deputy Leader, Christine Richards	<b>Blue</b>

## Standing Up for a City of Learning

Policy Commitment	Anticipated Outcomes	Milestones and steps to deliver it	Responsible Officer/ Cabinet Member	Progress during Qtr 1 2014/15 & RAG status
Develop with partners a 10-year 'City of Learning' strategic plan for the city's lifelong education and training system.  (ref: 6.5)	A clear coherent Learning Plan for the city's lifelong education and training system.  Opportunities for learning and training for all.	Swansea Learning Partnership includes a range of learning providers working together to develop this strategic approach.  Swansea was named as the UK's UNESCO Learning City and has adopted entrepreneurial skills as its key focus and has signed the Beijing Declaration on Learning City.	Director of People  Cllr Will Evans	<b>Amber</b>
Adopt a new dynamic relationship with schools, the further education college, the two universities and the city's employers.  (ref: 6.5)	Effective collaborative relationships between the Council, schools, further education colleges, local universities and the city's employers.	Employment Training is exploring closer working with Gower College Swansea around Work Based Learning.  The Swansea Guarantee continues to operate.	Director of Place (uni/employers) & Director of people (schools/FE)  Cllr Will Evans	<b>Amber</b>
Encourage greater collaboration between schools.  (ref: 6.6)	Effective collaboration between schools.  Sharing best practice, resources and support between schools.	Expand the growing network of Professional Learning Communities (PLCs) across all Swansea schools. Put a regional network of System Leaders in place to support groups of PLCs	Chief Education Officer  Cllr Will Evans	<b>Green</b>

<b>Policy Commitment</b>	<b>Anticipated Outcomes</b>	<b>Milestones and steps to deliver it</b>	<b>Responsible Officer/ Cabinet Member</b>	<b>Progress during Qtr 1 2014/15 &amp; RAG status</b>
Implement a programme for sharing best practice between teachers & schools.  (ref: 6.6)	Best practice which is effectively shared between teachers and schools.	Continue to use Swansea Education forums and Swansea's 'Edunet Portal for Learning' to share best practice in Swansea schools	Chief Education Officer  Cllr Will Evans	<b>Green</b>
Explore ways of improving pupil engagement and attendance.  (re: 6.6)	Improved pupil engagement and attendance	Continue the significant focus and initiatives in place - Improve attendance so pupils engage more in learning. Reductions in exclusions. Reduction in NEETs.	HoS Education Inclusion  Cllr Will Evans	<b>Green</b>
Introduce an ambitious, rigorous and supportive school performance framework.  (ref: 6.6)	An ambitious, rigorous and support school framework	Implementing the School Effectiveness Framework. Use of the RSCIF to categorise schools and target support, challenge and intervention according to need.	Chief Education Officer  Cllr Will Evans	<b>Green</b>
Raise educational standards and the performance of all schools and pupils in Swansea.  (ref: 6.7)	Improved educational standards and outcomes for all pupils	Implementing the School Effectiveness Framework. Introduction of Regional Challenge and Intervention Framework to targets / challenge / intervene according to need. Numeracy and literacy strategies.	Chief Education Officer  HoS Education Inclusion  Cllr Will Evans	<b>Green</b>

Policy Commitment	Anticipated Outcomes	Milestones and steps to deliver it	Responsible Officer/ Cabinet Member	Progress during Qtr 1 2014/15 & RAG status
Re-balance school funding to focus on need.  <b>(ref: 6.7)</b>	School funding is re-balanced according to need	Maintain the management of Education funding as a 'One Education Budget'. Maintain the engagement with schools via the School Budget Forum and sub-groups - Visibility of all Education budget pressures and challenges and understand the implications on schools' delegated budget.	Chief Education Officer  HoS Education Planning & Resources  HoS Education Inclusion  Cllr Rob Stewart	<b>Green</b>
Ensure 85% of Government education funding is delegated directly to school's budgets, with the remainder for targeted specialist school and teacher support.  <b>(ref: 6.7)</b>	85% of education funding is delegated directly to schools.	On-track to deliver 85% delegation by 2014/15. We have moved from 73.5% delegated to schools in 2011 to 82.9% delegated for 2013/14	Chief Education Officer  HoS Education Planning & Resources, HoS Education Effectiveness, HoS Education Inclusion & Head of Finance (for the 85% delegated budget)  Cllr Rob Stewart	<b>Green</b>  84.8% delegation rate for 2014/15 – would have exceeded 85% if it had been possible to delegate the additional funding for the Living Wage (which will happen in 2015/16).
Promote community-focused schools and 'family learning'.  <b>(ref: 6.7)</b>	Enhanced literacy and numeracy skills and reducing disadvantage through engaging with families.	Provide a programme of basic skills as part of the local and national literacy and numeracy strategies. Promote community-focused schools and 'family learning'.	HoS Education Inclusion  HoS Education Planning and Resources.  Cllr Evans	<b>Green</b>

Policy Commitment	Anticipated Outcomes	Milestones and steps to deliver it	Responsible Officer/ Cabinet Member	Progress during Qtr 1 2014/15 & RAG status
Implement a Swansea Pledge to ensure all 18-24 year olds have access to quality employment, education, and enterprise or training opportunities.  <b>(ref: 6.10)</b>	All 18 – 24 year olds have access to quality employment, education and enterprise or training opportunities.	The implementation plan of the Youth Progression and Engagement Framework is being developed, outlining how the Council will develop the Swansea Guarantee and provide support for NEETs.	Head of Poverty.  Head of Education Inclusion  Cllr Mitch Theaker	<b>Green</b>  Youth Guarantee in place  Developing our understanding and approach to targeted key worker roles
Explore setting up a Swansea Skills Campus and a Swansea-wide apprenticeship scheme and seek support for this from other employers in the city. <b>(ref: 6.10)</b>	A skills campus and a Swansea wide apprenticeship scheme aiming to motivate learners and unemployed who lack ambition in relation to learning and progression.	A joint report is being prepared for Executive Board discussion in August setting out current work.. Subject to agreement, prepare a pilot of a Swansea wide apprenticeship scheme.	Head of Economic Regeneration & Planning  Cllr Will Evans	<b>Green</b>  Inform Swansea is up and running with opportunities  Apprentices sought annually by the Council  Job's clubs and Youth services supporting people to access opportunities  Youth Guarantee in place. Developing our understanding and approach to targeted key worker roles

## Standing Up for Jobs and Regeneration

Policy Commitment	Anticipated Outcome	Milestones and steps to deliver it	Responsible Officer / Cabinet Member	Progress during Qtr 1 2014/15 & RAG status
<p>Work with partners and the business community to promote Swansea Bay City region positively; to attract investment and creating the right conditions for jobs, businesses and wealth.</p> <p><b>(ref: 7.1)</b></p>	<p>A more competitive and prosperous city region</p>	<p>Strategy adopted and City Region has been launched. Board meetings are taking place and project development underway. Support Unit for Board is under discussion. Knowledge Economy and Innovation Group established.</p> <p>Campaigns are underway to target potential, capitalising on both the sport and cultural opportunities. Pro-active targeting of potential investors.</p>	<p>Head of Economic Regeneration &amp; Planning &amp; Head of Culture, Sport, Leisure and Tourism</p> <p>Cllr Nick Bradley</p>	<p><b>Green</b></p> <p>We have worked with a range of tourism businesses in order to promote the diverse cultural offer in Swansea. Specific emphasis has been placed on the Dylan Thomas product and the events programme in centenary year.</p>
<p>Seek a new strategic alliance with the city's two universities and support Swansea University in its creation of a Science and Innovation Campus and work with Swansea Metropolitan University to develop its expertise in the media and creative arts</p> <p><b>(ref:7.6)</b></p>	<p>A new alliance with the city's two universities</p> <p>The creation of a Science and Innovation campus</p> <p>Supporting Swansea Metropolitan university to develop its expertise in the media and creative arts.</p>	<p>Knowledge Economy &amp; Innovation Group established under auspices of City Region Board, to provide support to the universities in order to facilitate their development</p> <p>Developing the City of Culture Strategy. Further development of the partnerships underway associated with the submission of the Ideas, People and Places Bid to</p>	<p>Head of Economic Regeneration &amp; Planning &amp; Head of Culture, Sport, Leisure and Tourism</p> <p>Cllr Nick Bradley</p>	<p><b>Green</b></p>

		ACW in May 2014.		
<p>Work closely with the city's two universities, the Welsh Government and other partners to develop a 'Creative City Region' strategy and build Swansea as a science, technology and creative capital, developing a dynamic knowledge-based economy</p> <p><b>(ref: 7.6)</b></p>	<p>A Creative City Region.</p> <p>A strong focus on science, technology, with a dynamic knowledge economy</p>	<p>Strategy Adopted and City Region launched. Projects ideas under development, including knowledge &amp; innovation projects.</p> <p>Knowledge Economy &amp; Innovation Group established under auspices of City Region Board, to provide support to the universities and the private sector in order to facilitate their development</p>	<p>Head of Economic Regeneration &amp; Planning</p> <p>Head of Culture, Sport, Leisure and Tourism</p> <p>Cllr Nick Bradley</p>	<p><b>Green</b></p> <p>Destination Management Plan approved by Cabinet in Dec 2013. Delivery groups established and have met to implement and monitor the action plan. Plan reported to the steering group chaired by Cllr N Bradley.</p>
<p>Working with others to create a clear, coherent and balanced approach to the city centre.</p> <p><b>(ref: 7.7)</b></p>	<p>A clear and improved city centre offer.</p>	<p>The city centre review is underway which includes public consultation &amp; engagement to help shape the future development strategy. A "future cities" conference with international speakers is being organised with DCfW to take place in October</p>	<p>Head of Economic Regeneration &amp; Planning</p> <p>Cllr Nick Bradley</p>	<p><b>Green</b></p>
<p>A City Centre strategy in line with the principles of good urban design.</p> <p><b>(ref: 7.7)</b></p>	<p>An improved city centre offer which is based on good urban design.</p>	<p>The city centre review is underway which includes public consultation &amp; engagement to help shape the future development strategy and support future funding bids..</p>	<p>Head of Economic Regeneration &amp; Planning</p> <p>Cllr Nick Bradley</p>	<p><b>Green</b></p>



Policy Commitment	Anticipated Outcome	Milestones and steps to deliver it	Responsible Officer / Cabinet Member	Progress during Qtr 1 2014/15 & RAG status
<p>Plans for a sustainable transport system (City Centre).</p> <p>(ref: 7.7)</p>	<p>A sustainable city centre transport system. Reduced pollution and congestion. Healthier and more active lifestyles</p>	<p>Sustainable modes of transport are being developed as part of our Regional Transport Plan. The Cycle Action Plan has been agreed, The Swansea Bay City Region Board has identified the City Centre and sustainable connectivity as a priority for action. The introduction of the Active Travel Act and the responsibilities on Local Authorities to map current and aspirational cycle routes, make progress on improving facilities and promoting walking and cycling will support this policy commitment.</p>	<p>Head of Highways &amp; Transportation Cllr Sybil Crouch</p>	<p><b>Green</b></p>
<p>Improve perceptions of our city as a place to work, to visit and to live.</p> <p>(ref: 7.7)</p>	<p>An increase in positive perceptions about Swansea city centre being a positive place to work, visit and live.</p>	<p>The city centre review is underway which includes public consultation &amp; engagement to help shape the future development strategy. A “future cities” conference with international speakers is being organised with DCfW to take place in October. Vibrant &amp; Viable Places funding has been awarded and City Region Board support has been secured to commence discussions with WEFO regarding EU funds. A launch of the revised strategy and development prospectus will take</p>	<p>Head of Economic Regeneration &amp; Planning Cllr Nick Bradley</p>	<p><b>Green</b></p>

		place in the New Year.		
<p>Aim to enhance our public spaces and adopt a coherent approach to our city's built heritage and empty properties.</p> <p><b>(ref: 7.7)</b></p>	<p>Enhanced public spaces and coherence in relation to the city's built heritage and empty properties</p>	<p>Cabinet have agreed a buildings at risk strategy and have allocated funding from the Regeneration Assistance Grant in order to support a prominent listed building at risk. In addition, an empty property officer is employed in Housing and Public Health, to help bring empty residential properties back into use.</p> <p>The city centre review is underway which includes public consultation &amp; engagement to help shape the future development strategy. This work has a significant urban design input.</p>	<p>Head of Economic Regeneration &amp; Planning</p> <p>Cllr Nick Bradley</p>	<b>Green</b>
<p>Seek to increase the number of people living in our city centre and improve the mix of housing type and tenure.</p> <p><b>(ref:7.7)</b></p>	<p>An increase in the number of people living in the city centre and an improvement in the mix of housing type and tenure</p>	<p>An allocation of £8.4m has been awarded by WG – Vibrant and Viable Places funding to support the Council's Realising the Potential programme, which includes a significant quantity of new and refurbished properties within the city centre.</p>	<p>Head of Economic Regeneration &amp; Planning</p> <p>Cllr Nick Bradley</p>	<b>Green</b>

Policy Commitment	Anticipated Outcome	Milestones and steps to deliver it	Responsible Officer / Cabinet Member	Progress during Qtr 1 2014/15 & RAG status
<p>Work with businesses and local communities to support imaginative and sustainable development of smaller suburban retail centres.</p> <p>(ref: 7.8)</p>	<p>The development and sustainability of smaller suburban retail centres.</p>	<p>Regeneration funding and RDP funding is currently being deployed in eligible areas, providing support for projects that enhance and create opportunities. District Regeneration Assistance Grant - Flexible funding to support a range of business activities, has been awarded to businesses following the invitation and assessment of bids..</p>	<p>Head of Economic Regeneration &amp; Planning Cllr Nick Bradley</p>	<p><b>Green</b></p>
<p>Tackle Poverty and unemployment, especially among young people and within the most deprived communities. Draw up and implement an anti-poverty action plan for the city</p> <p>(ref: 7.9)</p>	<p>The development and implementation of an anti-poverty plan.</p> <p>The reduction of poverty and unemployment, especially within the most deprived areas</p>	<p>A draft poverty strategy and action plan have been produced (including a poverty profile and a performance framework). There are plans to develop an external Poverty Partnership under the auspices of the LSB.</p>	<p>Director of People and the Head of Poverty and Prevention Leader, David Phillips Cllr Ryland Doyle</p>	<p><b>Green</b></p> <p>Tackling Poverty Strategy is written – going out to consultation</p> <p>Action plan is drawn up and performance management framework Poverty Profile is being updated Swansea Partnership Poverty Forum has had its first meeting</p>

Policy Commitment	Anticipated Outcome	Milestones and steps to deliver it	Responsible Officer / Cabinet Member	Progress during Qtr 1 2014/15 & RAG status
<p>Explore with Swansea's Credit Union, new ways it can use the extra powers provided by the last Government to make loans to micro businesses, to support expansion of local economic activity in our city. <b>(ref: 7.12)</b></p>	<p>To increase the number of loans to micro businesses in order to increase economic activity.</p>	<p>Supporting and developing Credit Unions in relation to lending to micro-business</p>	<p>Head of Poverty and Prevention  Leader, David Phillips  Cllr Ryland Doyle</p>	<p><b>Green</b></p> <p>One loan has already been secured through the Credit Union and UK steel grants. Other opportunities are being sign-posted as they arise.</p> <p>Credit Union Review is underway to assist in the future direction, priorities and funding of the credit union</p>
<p>With other public sector employers explore the feasibility of implementing a 'Living Wage' for those employed on low incomes. <b>(ref: 7.12)</b></p>	<p>Encourage other employers in the city to pay the present Living Wage rate of £7.45 per hour to any staff under this at present.</p>	<p>The Council has implemented the Living Wage in April 2014.</p> <p>An initial meeting to discuss the potential for Swansea University to adopt a Living Wage was held, and advice and support given to the University in order that they can progress this.</p>	<p>Head of Poverty and Prevention  Leader, David Phillips</p>	<p><b>Green</b></p> <p>Swansea Uni is looking at implementing the Living Wage</p>

Policy Commitment	Anticipated Outcome	Milestones and steps to deliver it	Responsible Officer / Cabinet Member	Progress during Qtr 1 2014/15 & RAG status
<p>Work with Moneyline Cymru and the local credit union to help low-income citizens with affordable loans and personal finance.</p> <p>(ref: 7.12)</p>	<p>To increase access to affordable loans for low income citizens.</p>	<p>Increase the sustainability of the CU by increasing the number of savers and promote affordable alternatives to payday loans and door step lenders for staff who may be experiencing financial difficulties.</p> <p>The SIU is working with the Credit Union to increase the number of CCS saving with CU via payroll deduction</p>	<p>Head of Poverty and Prevention</p> <p>Leader, David Phillips</p>	<p><b>Green</b></p> <p>The Financial Inclusion Steering group has been working on publicising other loan opportunities and debt and finance support</p>
<p>Work with organisations such as Swansea Citizens' Advice Bureau and make targeted use of schemes such as Community First, to enhance the Council's existing Welfare Rights Unit to help low-income families, including working parents with children.</p> <p>(ref: 7.13)</p>	<p>To increase the accessibility and reach of advice in relation to benefits for families living in deprived areas.</p>	<p>Communities First staff are working closely with CAB to ensure that any outreach is getting to the people who most need support, and helping the CAB to get new clients. The SIU are liaising closely with the Prosperous Officers maximizing their support to those in need</p> <p>Social Inclusion Unit is providing Welfare Rights Advice to support low-income families through key workers.</p> <p>We are working together across LSB member organisations to set up a Welfare Reform group that will coordinate the support available to</p>	<p>Head of Poverty &amp; Prevention lead</p> <p>Leader, David Phillips</p>	<p><b>Green</b></p> <p>Communities First are looking to increase the number of CAB advice sessions within Cluster areas</p> <p>The SIU and Prosperous officers are working together on debt and finance support for residents</p> <p>The SIU is working closely with third sector organisations e.g. Age Cymru, Coastal Housing etc. to understand and mitigate against the Impacts of Welfare Reform</p>

		<p>local people.</p> <p>A Working group has been formed to develop Swansea's approach to the future implementation of Universal Credit. This will provide support to access ICT, delivery of training and key worker support. An option of receiving funding through the Local Support Service framework is being actively pursued</p>		<p>through the Welfare Reform and UC steering group.</p> <p>The SIU is working with Community Regen to maximise the use of assistance funds for benefits and employment support for Refugees available from JCP</p>
<p>Work with Welsh Government and other key partners in the city region such as industry, our universities and other local authorities to exploit opportunities in key sectors such as green energy, quality tourism, high value manufacturing, life sciences, ICT and the creative industries.</p> <p><b>(ref: 7.14)</b></p>	<p>A more competitive and prosperous city region.</p> <p>Effectively managed destination, improved visitor experience.</p>	<p>Strategy Adopted and City Region launched. Projects under development. Knowledge Economy and Innovation Group established to facilitate project delivery in key sectors.</p> <p>Low carbon initiatives under feasibility assessment, including CREES and district heating.</p> <p>Developed a Sustainable Destination Management Plan - Swansea</p> <p>Campaigns are underway to target potential visitors, capitalising on both the sport and cultural opportunities. Re-branded Tourism Offer. Pro-active targeting of</p>	<p>Head of Economic Regeneration &amp; Planning</p> <p>Head of Culture, Sport, Leisure and Tourism</p> <p>Cllr Nick Bradley</p>	<p><b>Green</b></p>

		potential investors.		
Develop and implement a quality sustainable tourism action plan to maximize the economic benefit for the city.  (ref: 7.15)	A sustainable tourism action plan	Incorporate Sustainability into Tourism decision-making at all levels. Prepare Sustainability Policy/Guidelines for C&T. Incorporate at all levels of Dept - Environmental, economic and social benefits to local, regional and national level.  Destination Management Plan in progress signed approved by Cabinet in Dec 2013	Head of Culture, Sport, Leisure and Tourism  Cllr Nick Bradley	<b>Green</b>  Destination Management Plan approved by Cabinet in Dec 2013. Delivery groups established and have met to implement and monitor the action plan. Plan reported to the March 27th steering group chaired by Cllr N Bradley.

## Standing Up for Strong Transport Links

Policy Commitment	Anticipated Outcome	Milestones and steps to deliver it	Responsible Officer / Cabinet Member	Progress during Qtr 1 2014/15 & RAG status
<p>Complete Swansea's Park &amp; Ride system with a scheme for the west of the city.</p> <p><b>(ref: 8.1)</b></p>	<p>Park and ride system in the west of the city.</p>	<p>Feasibility work undertaken, but no site or funding has been identified.</p>	<p>Head of Highways &amp; Transportation.</p> <p>Cllr June Burtonshaw</p>	<p><b>Red</b></p>
<p>Work with the Welsh Government, neighbouring local authorities, transport users and providers to develop a sustainable transport plan for the city and region</p> <p><b>(ref: 8.2)</b></p>	<p>To develop a sustainable transport plan for the city and region</p>	<p>Work will be undertaken with Swansea Bay City Region Board and other South West Wales authorities to support sustainable transport in Swansea. A Transport Adviser to the Board has been appointed and a local Transport plan will be produced by January 2015.</p>	<p>Head of Highways &amp; Transportation</p> <p>Cllr June Burtonshaw</p>	<p><b>Green</b></p>
<p>Work with the Welsh Government to lobby the Government in London to extend the electrification of the main line from London to Swansea.</p> <p><b>(ref: 8.3)</b></p>	<p>An extension of the electrification of the main line from London to Swansea</p>	<p>An extensive lobbying exercise was undertaken collaboratively through the South West Wales councils and SWWITCH, and in partnership with local private sector representatives. This commitment has now been completed.</p>	<p>Head of Highways &amp; Transportation</p> <p>Cllr June Burtonshaw</p>	<p><b>Blue</b></p>



Policy Commitment	Anticipated Outcome	Milestones and steps to deliver it	Responsible Officer / Cabinet Member	Progress during Qtr 1 2014/15 & RAG status
<p>Explore with Welsh Government the creation of a Joint Transport Authority for Swansea and the wider city region.</p> <p>(ref: 8.3)</p>	<p>To develop a Joint Transport Authority for Swansea and the wider region.</p>	<p>From the 1 April 2014, funding for transport has been redirected to local authorities with input from the City Region Board. Details of arrangements for strategic transport planning and interface with the city regions to be confirmed.</p>	<p>Head of Highways &amp; Transportation</p> <p>Cllr June Burtonshaw</p>	<p><b>Green</b></p>
<p>Explore the introduction of 'oyster'-style travel cards</p> <p>(ref: 8.3)</p>	<p>To provide 'oyster style' travel cards, discounts and benefits.</p>	<p>The Welsh Government Bus Policy Advisory Group report published in June 2014 has recommended that further work be undertaken by the Fair Fares project to determine action needed to establish an all Wales ticketing system with interavailability between bus operators and with the rail network.</p>	<p>Head of Highways &amp; Transportation</p> <p>Cllr June Burtonshaw</p>	<p><b>Amber</b></p>
<p>Seek to follow NICE (National Institute for Health &amp; Clinical Excellence) Guidance on Physical Activity and the Environment.</p> <p>(ref: 8.4)</p>	<p>Interventions and activities are based on sound and robust evidence and evaluated practice.</p>	<p>Creating a Healthy and Active Swansea Action Plan aims to improve the health and wellbeing for everyone across the City and County - A Vision for Swansea; "The most Active, Healthy and Informed city in the UK, where a healthy lifestyle is the norm".</p>	<p>Head of Culture, Sport, Leisure and Tourism.</p> <p>Cllr Nick Bradley</p>	<p><b>Green</b></p> <p>3.42 million physical activity visits achieved (target 3.4 million)</p> <p>On target to achieve 11% of 11-16 year olds participating in 20 or more extra-curricular sporting and physical activity opportunities</p>

				<p>No. of visits to sport and leisure centres per 1000 population achieved 8,224 (target 8,046).</p> <p>3 792 Passport to Leisure members achieved (target 3,600).</p> <p>74% of clients referred to the national exercise scheme due to ill-health / obesity still active after 12 months (target 53%)</p>
<p>Adopt the 'Wheelrights' Manifesto' and seek to significantly increase access to safe, quicker and more cost effective cycle &amp; walking routes through many areas of the city.</p> <p><b>(ref: 8.5)</b></p>	<p>Improved cycling and walking routes – safer, quicker and more cost effective.</p>	<p>The Wheelrights manifesto has been adopted. Working with Wheelrights and Sustrans, the council are implementing the city centre cycling network .A map of cycling routes in the centre centre has been published. A Swansea Bay Cycling Commuter Routes tube style map has been produced in conjunction with Neath Port Talbot CBC.</p>	<p>Head of Highways &amp; Transportation.</p> <p>Cllr Sybil Crouch</p>	<p><b>Green</b></p>
<p>Encourage quality cycle training in schools and for adults.</p> <p><b>(ref: 8.5)</b></p>	<p>An increase in cycling and improved levels of road safety whilst cycling.</p>	<p>A programme of cycle training for school children and police officers has been delivered. However, this is likely to be reduced following a reduction in Welsh Government funding</p>	<p>Head of Highways &amp; Transportation.</p> <p>Cllr Sybil Crouch</p>	<p><b>Amber</b></p>

Policy Commitment	Anticipated Outcome	Milestones and steps to deliver it	Responsible Officer / Cabinet Member	Progress during Qtr 1 2014/15 & RAG status
<p>Encourage the emergence of the electric car and explore local authority controlled car parks being equipped with electric car recharging points.</p> <p>(ref: 8.6)</p>	<p>The great use of electric cars with Local Authority car parks fitted to facilitate their use.</p>	<p>The Council are currently piloting the use of 9 electric cars within their corporate Building and Property service department and if it is successful, it will be rolled out further. A feasibility study is being undertaken in relation to the installation of electric car charging points at key sites in the city.</p>	<p>Chief Operating Officer Head of Highways &amp; Transportation Cllr June Burtonshaw</p>	<p><b>Green</b></p> <p>Whilst much of the fleet renewal programme has been suspended pending work to reduce fleet size, some new vehicles have been procured. One additional electric car is on order for Gower AONB, three Euro 6 HGV vehicles also on order. Trials of electric vans and hybrid trucks are currently on-going. Cross-sector electric vehicle working group initiated to co-ordinate strategy for charging points within County, first meeting held in July 2014. Technical Group Leader to advise on technical resources to be allocated to the project.</p>

Policy Commitment	Anticipated Outcome	Milestones and steps to deliver it	Responsible Officer / Cabinet Member	Progress during Qtr 1 2014/15 & RAG status
<p>Consider introducing a Quality Bus Partnership and Quality Bus Contract between the Council and bus operators. Simplified services, improved bus priorities and service frequencies, especially to poorer communities, plus a simplified fares system.</p> <p><b>(ref: 8.8)</b></p>	<p>Improved and simplified services and fares, especially within deprived communities</p>	<p>A feasibility study has been undertaken in relation to the introduction of a Bus Quality Contract Scheme. However, the research concluded that it was very costly to implement at a time of financial uncertainty for the Council and that there was no evidence elsewhere in the UK of a Bus Quality Contract Scheme being implemented. Voluntary Bus Partnerships are currently being investigated by Officers as a potential alternative which can be implemented more quickly and with less long term financial commitment.</p>	<p>Head of Highways &amp; Transportation</p> <p>Cllr June Burtonshaw</p>	<p><b>Amber</b></p>
<p>Using existing licensing arrangements to ensure that taxi points are safe, well lit and stewarded.</p> <p><b>(ref: 8.9)</b></p>	<p>Safe, well lit and stewarded taxi points</p>	<p>The Council have supported and jointly funded the provision of Taxi Marshalls with the Business Improvement District (BID) at specific taxi ranks on key dates through the year.</p>	<p>Head of Housing &amp; Public Protection lead</p> <p>Cllr June Burtonshaw</p>	<p><b>Green</b></p> <p>Ongoing work, i.e. Licensing officers undertake regular out of hours enforcement and carry out visits to the taxi ranks.</p>

Policy Commitment	Anticipated Outcome	Milestones and steps to deliver it	Responsible Officer / Cabinet Member	Progress during Qtr 1 2014/15 & RAG status
<p>Work with Welsh Government, transport users and operators to commission detailed studies into the feasibility of Demand Responsive Transport (DRT) services operating to neighbourhood shopping centres and major public services, such as the city's two main hospitals.</p> <p><b>(ref: 8.10)</b></p>	<p>Transport which is responsive to local needs and access to key resources and facilities.</p>	<p>The council are currently undertaking a feasibility study in relation to Demand Responsive Transport. This includes the expansion of community transport e.g a community bus service to North Gower using Social Services' transport was implemented in February 2014 and a further 3 community bus routes will start in August 2014. The feasibility of a Wheels to Work scheme in conjunction with other Councils in South West Wales is being investigated</p>	<p>Head of Highways &amp; Transportation Cllr June Burtonshaw</p>	<p><b>Green</b></p>
<p>Reintroduce a 'real time' passenger information system.</p> <p><b>(ref: 8.10)</b></p>	<p>Real time information for passengers</p>	<p>Real Time Information is in place on the Metro route and is included as a project within the Regional Transport Plan. This can be progressed subject to funding and bus operator involvement. A bid for Local Transport Funding was submitted to Welsh Government in February to undertake a feasibility study into expanding Real Time Information provision in Swansea. This bid was unsuccessful but it is proposed that a further bid be submitted in future.</p>	<p>Head of Highways &amp; Transportation Cllr June Burtonshaw</p>	<p><b>Amber</b></p>

<b>Policy Commitment</b>	<b>Anticipated Outcome</b>	<b>Milestones and steps to deliver it</b>	<b>Responsible Officer / Cabinet Member</b>	<b>Progress during Qtr 1 2014/15 &amp; RAG status</b>
Examine creating a new bus-rail interchange at Swansea rail station.  (ref: 8.11)	Greater connectivity between bus and rail services.	The Council have undertaken a review of bus service/rail service connections and improved connectivity by placing screens with information about busses in the train station and vice versa	Head of Highways & Transportation  Cllr June Burtonshaw	<b>Blue</b>
Carry out studies, with local bus companies, to explore the feasibility of introducing a discount entitlement card for teenagers up to 19 years old.  (ref: 8.12)	Discounted bus fares for young people aged 16-18 years.	Working in partnership with First Cymru, we have introduced reduced bus fares for young people aged 16 – 18 yrs	Head of Highways & Transportation  Cllr June Burtonshaw  Cllr Mitch Theaker	<b>Blue</b>
Examine providing the city centre's main streets with continuous covered walkways to guarantee weather proof shopping.  (ref: 8.14)	The introduction of covered walkways to guarantee weather proof shopping.	An assessment will be carried out as part of the review of the City Centre Strategic Framework. If feasible, proposals could be implemented as part of the Realising the Potential infrastructure projects.	Head of Economic Regeneration & Planning.  Cllr Nick Bradley	<b>Green</b>
Review the existing city centre road system with a view to a phased simplification and improved accessibility for	Simplification of the city centre road system and improved access for pedestrians and cyclists.	Traffic signals team have been reviewed, revised and simplified on Kingsway. Traffic signals team have also made improvements on the Boulevard. Consultation with city centre businesses / BID has	Head of Highways & Transportation  Cllr June Burtonshaw	<b>Green</b>

pedestrians and cyclists. <b>(ref: 8.15)</b>		commenced to assess the feasibility and impact of more substantial changes		
Examine the feasibility of introducing a comprehensive city centre parking system and adopting a more flexible charging regime in local authority controlled car parks.  <b>(ref:8:15)</b>	A comprehensive city centre parking system and flexible charging regime.	Initial review of parking tariffs undertaken. New pay and display machines to be provided.  Modern car parking, software and payment systems are being installed within the city centre  Actions for the parking review have been completed. A review of the parking tariffs, incorporating Sunday charging will be available in September	Head of Highways & Transportation  Cllr June Burtonshaw	<b>Green</b>
Introduce a 20mph speed limit in residential areas across the city, examine introducing a 20mph speed limit on most roads in the city centre and appropriate speed limits in rural areas.  <b>(ref: 8.16)</b>	Reduced traffic speed and improved safety, and perception of safety, around schools. Encourage walking and cycling to school.	A 20mph speed limit has been introduced in roads around 11 primary and secondary schools.  A comprehensive package addressing the majority of schools in Swansea has been approved by Cabinet members for Place and Education, and the package is being delivered through a rolling programme.	Head of Highways & Transportation  Cllr June Burtonshaw	<b>Green</b>

## Standing Up for High Quality Health and Social Services

Policy Commitment	Anticipated Outcome	Milestones and steps to deliver it	Responsible Officer / Cabinet Member	Progress during Qtr 1 2014/15 & RAG status
<p>Ensure a new emphasis in Social Services on prevention and early intervention - investing in the conditions which maintain independence and support families, rather than dealing with the consequences of family break down.</p> <p><b>(ref: 9.4)</b></p>	<p>Preventing problems from occurring and/or intervening at early stage when problems first present, in order to prevent additional needs from escalating and becoming more complex, requiring specialist intervention</p>	<p>The new emphasis on prevention &amp; early intervention services, focuses on the development of strengthening universal approaches, identifying risk and promoting resilience,. Under the Sustainable Swansea Prevention workstream, staff will mapping and analysing existing provision, developing a new assessment framework and pathways of support to ensure a coherent Team Swansea approach.</p>	<p>Director of People</p> <p>Head of Poverty and Prevention</p> <p>Cllr Mark Child</p>	<p><b>Green</b></p> <p>Prevention workstream in Sustainable Swansea – Invest to Save Prevention Fund. There is a full list of preventative projects which are being proposed.</p> <p>These have been developed in conjunction with Social Services – Child and Family and Adults</p>
<p>Investigate the creation of a Social Impact Bond to help reform Children’s Social Services, investing in new preventive services to help families care for their own children, and to draw back to the city, children who are currently cared for ‘out of county’.</p> <p><b>(ref: 9.4)</b></p>	<p>To increase the number of children cared for out of county – back into the city and to support families care for their own children</p>	<p>We have developed a 5 year strategy for Looked After Children in order to reduce the number of children requiring Out of County care. We are improving the interface with early intervention and prevention services, such as Team Around the Family (TAF). Locality teams within Child and Family services e.g. Penderry, Townhill, East and West, are supporting children in their local community more effectively</p>	<p>Director of People</p> <p>Head of Poverty and Prevention</p> <p>Head of Child &amp; Family Services</p> <p>Cllr Mark Child</p>	<p><b>Green</b></p> <p>The Prevention work stream of Sustainable Swansea includes a project on Out of Area placements, and one on the continuum of support to children and families between Early Intervention and Prevention and Children and Family Services</p>



Policy Commitment	Anticipated Outcome	Milestones and steps to deliver it	Responsible Officer / Cabinet Member	Progress during Qtr 1 2014/15 & RAG status
<p>Relocate social services to work directly in the communities they serve and co-locate them with other council services and partner agencies in these localities, such as education, housing and health.</p> <p>(ref: 9.5)</p>	<p>To increase the number of support services offered by Social Services and their partners in the communities in which they serve.</p>	<p>We have taken opportunities to re-locate provision in communities and with partner agencies where it is appropriate and achievable. For example, we are working with ABMU to develop a single point of access to reablement services</p> <p>By ensuring integrated health and social care services are available to older people and people with disabilities through the development of 3 network hubs working within local communities.</p> <p>The full range of family support services, such as Team Around the Family (TAF), Intensive Family Support Service (IFSS) are focused on early intervention and preventing the escalation of need. By working closely together, agencies are better placed to ensure the best possible outcomes for children in need are achieved.</p>	<p>Director of People</p> <p>Chief Operating Officer (Social Services)</p> <p>Head of Adult Services</p> <p>Head of Child and Family Services</p> <p>Cllr Mark Child</p>	<p><b>Green</b></p>
<p>Better integrate systems, ensuring far more effective links between adult and children's services and between</p>	<p>Integrated pathways of support across departmental and organisational boundaries.</p>	<p>The Council has restructured to ensure that such links and integration of systems are made. The Prevention workstream in the Sustainable Swansea strategy</p>	<p>Director of People</p> <p>Chief Operating Officer Social Services</p>	<p><b>Green</b></p>

<p>social services, education and local health services.</p> <p><b>(ref: 9.6)</b></p>		<p>contains a number of projects to enhance this further. A Transition protocol has been developed to provide a clear pathway to adulthood for disabled young people in Swansea.</p> <p>Integration with health services is a key priority that is being pursued on a regional level through Western Bay collaborative arrangements, and at a local level through a newly established Integration Board between health and social services.</p>	<p>Chief Education Officer</p> <p>Cllr Mark Child</p>	
<p>Play a full part in the 'Healthy Cities' initiative, to address the health inequalities and differences in life expectancy across the city.</p> <p><b>(ref: 9.6)</b></p>	<p>A reduction in health inequalities and difference in life expectancy across the city.</p> <p>Improvements in health outcomes and a healthier lifestyles for those people living in the most deprived communities.</p>	<p>The Council continues to develop its work on Phase 5 Health City and has applied for Phase 6. We are working with health partners to develop a Healthy and Active Swansea Action Plan - A Vision for Swansea; "The most Active, Healthy and Informed city in the UK, where a healthy lifestyle is the norm". This includes a number of projects and initiatives to increase the numbers of people, especially children, making use of sport and leisure activities. We have promoted the Grow Local Scheme via the Community Food and Growing team in partnership with Communities First and Schools. We have drafted the strategy to Give Every Child the</p>	<p>Director of People</p> <p>Cllr Mark Child</p>	<p><b>Green</b></p> <p>Giving Every Child the best start in life is progressing – a Statement of Readiness is out for consultation.</p> <p>A full strategy will be written by the end of September 2014.</p> <p>A workshop with the Marmot team is being held in November 2014</p>

		Best Start in life and action plan in partnership with the Health Board, to ensure we are intervening early to provide better support at critical points in a child's development.		
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Policy Commitment	Anticipated Outcome	Milestones and steps to deliver it	Responsible Officer / Cabinet Member	Progress during Qtr 1 2014/15 & RAG status
<p>Intervene in the market in social and residential care to ensure, where provision is of last resort, that there is a diverse range of suppliers, including not-for-profit, cooperative and social enterprise providers.</p> <p>(ref: 9.7)</p>	<p>High quality social care and residential provision – offered by range of providers</p>	<p>Western Bay Regional Programme. Transforming Adult Social Services (TASS) is developing commissioning plans based on shared service models to shape the future social care market and to ensure there is sustainable independence.</p> <p>Interventions are being supported by new collaborative arrangements such as 4Cs and the Western Bay Procurement Hub and supported by effective governance arrangements.</p> <p>Through the Sustainable Swansea budget strategy, there are a number of projects to support the development of new models of delivery, including closer working with the third sector. Work is underway to develop an Intermediate Care Tier taken forward through Western Bay programme- Community Services workstream, with a common service model across the ABMU footprint and locally agreed arrangements. The first year of Intermediate Care Tier is supported through a successful regional bid, and</p>	<p>Chief Social Services Officer</p> <p>Cllr Mark Child</p>	<p><b>Green</b></p>

		business case made to the Welsh Government's Intermediate Care Fund..		
Invest in our staff at all levels in social services. <b>(ref: 9.7)</b>	A highly trained, capable and motivated workforce.	<p>Continuing to roll out whole service training in coaching skills, signs of safety practice, person centred and solution focussed thinking which is equipping our staff to work effectively and sustainably with people, children and families in ways that recognise and build upon their own strengths and resources, fully utilising the wider family and community networks.</p> <p>Social services training plan, developed jointly with health a Development Plan that sits within the transformation programme A Social Care Workforce Development plan, which is reviewed and signed off by Welsh Government.</p> <p>We have a programme of development for existing qualified social workers to provide a pathway to progress their career . This programme will help achieve the cultural change necessary to achieve a new model of social care, and to embed a sustainable approach to performance management.</p>	Chief Social Services Officer  Cllr Mark Child	<b>Green</b>

Policy Commitment	Anticipated Outcome	Milestones and steps to deliver it	Responsible Officer / Cabinet Member	Progress during Qtr 1 2014/15 & RAG status
<p>Build stronger links with Swansea's universities and others, so that Social Services and providers keep abreast of best practice and new ideas in research and delivery.</p> <p><b>(ref: 9.8)</b></p>	<p>High quality local practice which is informed by national best practice and incorporating news ideas in research and delivery</p>	<p>A range of partnership arrangements in place with HEI's within Swansea and wider area to support training, practice research and service development , e.g. SMAT Learning Exchange, All Wales Social Care Research Collaborative (ASCC), Older People Area Network (OPAN) and specific research projects such as kinship care.</p> <p>Implementing a career progression for social workers that provides newly qualified social workers with an opportunity for consolidation of learning into improved practice supported by a new collaborative, Port Agored, made up of 12 Local Authorities and partnership with University of Wales Trinity Saint David.</p>	<p>Chief Social Services Officer</p> <p>Cllr Mark Child</p>	<p><b>Green</b></p>

## Standing Up for Better Housing

Policy Commitment	Anticipated Outcome	Milestones and steps to deliver it	Responsible Officer / Cabinet Member	Progress during Qtr 1 2014/15 & RAG status
<p>Target HMOs for improved standards of management and maintenance.</p> <p><b>(ref: 10.2)</b></p>	<p>Improved standards and quality of housing</p>	<p>There is an active HMO inspection regime in place which is working towards identification of all HMO's Problematical ones are prosecuted. There were 1,562 licensed HMOs as at 31/10/13 and to date 2 landlords have been prosecuted and 6 issued with simple cautions for failure to license properties.</p>	<p>Head of Housing &amp; Public Protection lead</p> <p>Cllr Sybil Crouch</p>	<p><b>Green</b></p> <p>Ongoing work taking place to identify and monitor licensable HMOs as a result of changes, i.e properties sold/licenses expired.</p>
<p>Work with Welsh Government, housing associations and the private sector to increase the supply of affordable housing.</p> <p><b>(ref: 10.3)</b></p>	<p>Provision of more affordable housing</p>	<p>The Council will work with the Welsh Government in relation to housing grants, in partnership with local RSL's to develop new sources of affordable accommodation and negotiate with the private sector.</p> <p>In addition to the £3m in Social Housing Grant the Authority has for an extra £2.6m under the Welsh Government's Additional Capital Funding Programme and a further £1.6m has been secured from the Welsh Government's 'Smaller Properties' Programme.</p>	<p>Head of Housing &amp; Public Protection lead</p> <p>Cllr Mark Child</p>	<p><b>Green</b></p> <p>The Authority has been allocated Social Housing Grant of £2.77m for 2014/15. Monthly meetings are being held with the RSLs to ensure all this allocation is being spent.</p>

Policy Commitment	Anticipated Outcome	Milestones and steps to deliver it	Responsible Officer / Cabinet Member	Progress during Qtr 1 2014/15 & RAG status
<p>Make public land available and using the planning system and, in partnership with others, develop innovative ways of raising the funds to deliver an increased supply of quality affordable housing</p> <p>(ref: 10.3)</p>	<p>More land available for the provision of affordable housing.</p>	<p>Progress the Local Development Plan (LDP) - Affordable Housing target and policies to meet future requirements. LDP Preferred Strategy and Sustainability Appraisal produced and consultations taken place. Deposit LDP in preparation for consultation.</p> <p>Discussions ongoing with Planning and Housing colleagues to release land as part of the disposal programme</p>	<p>Planning &amp; Corporate Building &amp; Property input</p> <p>Head of Economic Regeneration &amp; Planning</p> <p>Cllr Mark Child</p>	<p><b>Green</b></p> <p>Where disposals have been identified discussions with RSLs at an early stage are being undertaken i.e. QED sites, to establish if direct sales to facilitate affordable housing can be achieved <b>but</b> at market value.</p> <p>However, the RSLs are advising that local objection and problems at planning committee are causing difficulty. Housing are to raise with responsible Cabinet Member.</p>
<p>Prioritise those in housing need, especially the homeless.</p> <p>(ref: 10.4)</p>	<p>Social housing is allocated on the basis of need.</p>	<p>An allocations policy is in place to ensure accommodation is provided based on need. National legislation and guidance is applied to ensure priority is given to homeless households. The Council works in partnership with the private rented sector and housing associations to ensure there are additional housing options available to respond to housing need..</p>	<p>Head of Housing</p> <p>Cllr Mark Child</p>	<p><b>Blue</b></p> <p>In-house Social Lettings Agency, funded by Supporting People, commissioned to increase the supply of good quality private rented accommodation to help meet housing need</p>



Policy Commitment	Anticipated Outcome	Milestones and steps to deliver it	Responsible Officer / Cabinet Member	Progress during Qtr 1 2014/15 & RAG status
Support independent living; provide improved options for older people <b>(ref: 10.4)</b>	More older people living independently	To meet the outcomes identified by older people that can them retain and achieve independence, to so that they can remain in their own homes for as long as possible.  Housing contribution:  Ensure the Sheltered Housing service continues to meet the requirement of older people taking account of the recommendations of Aylward report in relation to older person supported housing.	Chief Social Services Officer and Head of Housing  Cllr June Burtonshaw	<b>Green</b>  Currently analysing data from support plans and reviewing resources. This is prior to evaluating and preparing a plan designed to help meet the requirements of Aylward.
Increase funding for housing co-operatives and mutual housing <b>(ref: 10.5)</b>	Provision of more affordable housing through new models of service delivery	Cabinet considered scrutiny's study of affordable housing on 12 <sup>th</sup> Nov 13 and welcomed approaches from co-ops and mutuals to help meet housing need, especially to tackle homelessness  An assessment will be made on the contribution that co-ops could play taking into account Welsh Government developments/policy initiatives as part of Swansea's response to the challenge of delivering affordable housing.	Head of Housing & Public Protection lead  Cllr Mark Child	<b>Green</b>  There are plans to consult RSLs at a meeting in August, regarding their views on establishing co-ops and mutuals

Policy Commitment	Anticipated Outcome	Milestones and steps to deliver it	Responsible Officer / Cabinet Member	Progress during Qtr 1 2014/15 & RAG status
Utilise the £11million in the Housing Revenue Account to improve Council houses and provide a boost to a local construction industry.  <b>(ref: 10.5)</b>	Improved housing quality. Expenditure on housing improvements result in a direct benefit for the local construction industry.	The HRA Business Plan 2013/14 predicts that £11m reserves will be used by 2015/16 to fund capital expenditure. Improve quality of housing.	Head of Housing & Public Protection lead  Cllr June Burtonshaw	<b>Green</b>  All available resources have been committed to the achievement of the WHQS
Work with the Welsh Government and tenants to explore innovative ways in which to improve the quality of social housing.  <b>(ref: 10.5)</b>		Develop a business plan that improves the quality of housing up to WHQS by 2020. Revised HRA Business plan accepted by Welsh Government July 2013.  Submit new Business Plan for 2014  Consultation with tenants on achievement of the Welsh Housing Quality Standard and Housing Futures Programme is ongoing Improve quality of housing	Head of Housing & Public Protection lead  Cllr June Burtonshaw	<b>Green</b>  Business Plan in place to bring the stock up to WHQS by 2020. Business Plan for 2014 submitted to WG in December 2013 still awaiting feedback from the WG

Policy Commitment	Anticipated Outcome	Milestones and steps to deliver it	Responsible Officer / Cabinet Member	Progress during Qtr 1 2014/15 & RAG status
<p>Take action to address the blight of empty properties and increase the supply of housing. Work with the Welsh Government and its proposed Empty Property Loan Fund to bring empty properties back into use over four years.</p> <p>(ref: 10.6)</p>	<p>A reduction in the number of empty properties.</p> <p>Environmental improvements and an improved 'look and feel' of communities.</p>	<p>Work regionally to deliver the WG Houses to Homes Empty Property Loans fund.</p> <p>Access to low cost borrowing to encourage the reuse / conversion of empty properties for housing. (£1.6m drawn down on behalf of the region.)</p> <p>Work ongoing across various Public Health interventions in adherence with statutory processes</p>	<p>Head of Housing &amp; Public Protection lead</p> <p>Cllr Mark Child</p>	<p><b>Green</b></p> <p>20 Houses to Homes loans approved to help bring empty properties back into use as housing.</p>
<p>Put housing at the centre of community regeneration and ensure that all community regeneration, including housing investment, is based on a 'Community Benefit' approach in delivering jobs and training opportunities.</p> <p>(ref: 10.7)</p>	<p>Increase the number of regeneration projects with social benefit clauses in their contracts through the Beyond Bricks and Mortar initiative</p>	<p>We have incorporated the 'community benefit' clause within tender documentation for major capital projects such as the construction of the new site for Morriston comprehensive school, Burlais and Gowerton primary schools and the proposed works to High Rise flats. In addition, we have lowered the threshold to £ 1m for community benefits increasing the number of schemes which fall into this process.</p>	<p>Chief Operating Officer to lead / procurement input</p> <p>Cllr Mitch Theaker</p>	<p><b>Green</b></p> <p>Appropriate 'Community Benefit' clauses to be incorporated within a relevant tender documentation. Ongoing monitoring by way of contracts on site is progressing, updates will be provided once realised.</p>

## Standing Up for the Best in the Arts, Culture and Sport

Policy Commitment	Anticipated Outcome	Milestones and steps to deliver it	Responsible Officer / Cabinet Member	Progress during Qtr 1 2014/15 & RAG status
Examine the feasibility of a 'Blue Plaque' scheme in Swansea to highlight those houses and buildings of historic interest.  (ref: 11.2)	Increased awareness of historic houses and buildings.	Cabinet agreed to establish a scheme and an Advisory Group to manage the process. The first Blue Plaque was unveiled in April 2013 (Pete Ham) followed by Griffith John in September 2013 and Emily Phipps in November 2013. Further plaques scheduled during the coming calendar	Head of Culture, Sport, Leisure and Tourism  Cllr Nick Bradley	<b>Green</b>
Ensure that Swansea's industrial legacy is central to plans for regenerating our city and local communities.  (ref: 11.2)	Increased awareness of Swansea's industrial legacy and its influence in regeneration plans and projects	Regenerate Hafod Copperworks in Partnership with Swansea University. Mixed use development that brings the site back into beneficial use and celebrates its unique industrial heritage. Funding has been secured and works undertaken. Open days and ministerial visits have been hosted.	Head of Economic Regeneration & Planning  Cllr Nick Bradley	<b>Green</b>
Draw up a refreshed 'Arts Strategy' for the city and review and refocus existing support for the arts and culture in our city.  (ref: 11.5)	High quality art and cultural provision in the local area. Embedding the arts and culture within new models of service delivery to promote community cohesion and community action	Review of the Arts and Culture to be undertaken as part of the restructure of to meet the needs to deliver the Swansea Wales City of Culture commitment.	Head of Culture, Sport, Leisure and Tourism  Cllr Nick Bradley	<b>Green</b>  Review of the Arts Strategy to now be led by the new Head of Service for Culture, Tourism, Sport & Leisure from September 14 onwards.

Policy Commitment	Anticipated Outcome	Milestones and steps to deliver it	Responsible Officer / Cabinet Member	Progress during Qtr 1 2014/15 & RAG status
<p>Work with the Swans, the Ospreys and Swansea University to create a premier 'Sports City' strategy.</p> <p>(ref: 11.7)</p>	<p>Economic benefits to local communities, interest and involvement in sports to improve healthy lifestyles and health outcomes in the long term.</p>	<p>City of Sport Strategy - To investigate feasibility of delivering the Bryntawe Sports project in partnership with Ospreys, Swansea City AFC and Swansea Universities; Maintain progress on Sport Village in co-operation with Swansea University; to work with partners to attract Major Events</p>	<p>Head of Culture, Sport, Leisure and Tourism</p> <p>Cllr Nick Bradley</p>	<p><b>Green</b></p> <p>Initial discussions with partners still in progress – target completion remains 2015</p>
<p>Work with the arts community, the two Swansea Universities and others to promote and develop the creative industries and facilities for local artists and creative businesses, to enhance their contribution to local economic growth.</p> <p>(ref:11.9)</p>	<p>Improved access to Arts and Cultural activities and resources; familiarise citizens with their cultural heritage, awaken creativity and artistic/cultural appreciation; improve mental health and wellbeing</p>	<p>Develop projects with partners to exploit commercial opportunities for growing the creative industries sector, as part of the city region economic development strategy. A knowledge Economy &amp; Innovation Group has been established to facilitate project delivery.</p> <p>City of Culture Bid submitted on target, further development of the partnerships underway associated with the submission of the Ideas, People and Places Bid to ACW in May 2014</p>	<p>Head of Economic Regeneration &amp; Planning</p> <p>Head of Culture, Sport, Leisure and Tourism</p> <p>Cllr Nick Bradley</p>	<p><b>Green</b></p>

Policy Commitment	Anticipated Outcome	Milestones and steps to deliver it	Responsible Officer / Cabinet Member	Progress during Qtr 1 2014/15 & RAG status
<p>Work with the Welsh Government and others to prepare for the Dylan Thomas centenary celebrations in 2014.</p> <p>(ref: 11.10)</p>	<p>Raised profile of the cultural proposition and offer in Swansea</p>	<p>Plan for the Dylan Thomas 2014 Centenary Celebration. Develop a year- long festival around Dylan Thomas, his work and legacy, engage with wider audiences, and work with regional, national and international partners - Increased Tourism spend in CCS. HLF application for new permanent Learning and Outreach programme</p>	<p>Head of Culture, Sport, Leisure and Tourism</p>	<p><b>Green</b></p> <p>Apr 14: Dylan Thomas Exhibition Heritage Lottery grant approved, new exhibition opens October 2014. Three year Learning and Outreach Programmes currently in development.</p>
<p>Explore the feasibility of establishing 'Copperopolis' as a World Heritage Site, so contributing to making Swansea a major quality tourism destination.</p> <p>(ref: 11.12)</p>	<p>Copperopolis established as a World Heritage site.</p> <p>Increase in tourism.</p>	<p>Regenerate Hafod Copperworks in Partnership with Swansea University - Mixed use development that brings the site back into beneficial use and celebrates its unique industrial heritage. Funding has been secured and works undertaken. Open days and ministerial visits have been hosted.</p>	<p>Head of Economic Regeneration &amp; Planning</p>	<p><b>Green</b></p>

## Standing Up for Stronger and Safer Communities

Policy Commitment	Anticipated Outcome	Milestones and steps to deliver it	Responsible Officer / Cabinet Member	Progress during Qtr 1 2014/15 & RAG status
<p>Follow the co-operative council model and ensure that the whole council - elected Members and Staff - works together to empower local communities, enabling their voices to be heard and allowing them to 'own' local issues</p> <p><b>(ref: 12.2)</b></p>	<p>Swansea is a Co-operative Council and co-operative principles are evidenced in everything the Council does.</p>	<p>Sustainable Swansea and the Council's budget principles include looking at alternative forms of service delivery and how we support residents and communities to help themselves. A discussion about Co-operative Councils has taken place with Cabinet. Visits to Oldham and Lambeth have taken place and a discussion paper has been produced on what a co-operative model might mean for Swansea.</p> <p>The Council intends to join the Co-operative Councils Innovation Network</p>	<p>Director of Corporate Services</p> <p>Deputy Leader, Christine Richards</p>	<p><b>Green</b></p>
<p>Require any development or project to demonstrate how it will engage local young people, provide jobs or training places.</p> <p><b>(ref: 12.3)</b></p>	<p>An increase in jobs and training places for local young people</p>	<p>The Council's "Beyond Bricks and Mortar" Strategy for continues to recruit apprentices and we are active participants in the South West Wales Regional shared apprentice programme. and employment opportunities.</p>	<p>Chief Operating Officer (construction projects)</p> <p>Cllr Mitch Theaker</p>	<p><b>Green</b></p> <p>An expression of interest has gone in for European funding for the expansion of the BBM programme into other industries.</p> <p>Collaboration with the South West Wales Regional Shard Apprenticeship (SWWRSAL) programme. To date this</p>

				year we have had one plastering apprentice on placement within CB & PS
<p>Promote citizenship in schools, seek to involve young people in a range of activities in our communities and initiate a county-wide youth leadership programme.</p> <p><b>(ref: 12.3)</b></p>	<p>An increase in the number of young people participating in community activities.</p>	<p>The Big Conversation (the new Youth Forum for Swansea) being rolled out.</p> <p>Within the last year the Young Peoples Service (YPS) have delivered two Level 2 Youth Leadership Award courses for 16 – 18 year olds, targeting 30 young people across Swansea. The programme is run in partnership with YPS, Participation Team, the Professional Youth Network (PYN) and Menter Iaith. Two programmes have been run, one through the medium of Welsh.</p>	<p>Head of Poverty and Prevention</p> <p>Deputy Leader, Christine Richards</p>	<b>Green</b>
<p>Where appropriate implement the Rights of Children and Young Persons Wales Measure.</p> <p><b>(ref: 12.3)</b></p>	<p>The rights of children and young people are taken into account in Council business</p>	<p>The Council has agreed to impose on itself a duty of ensuring we consider children's rights in everything we do. This scheme will be developed in partnership with children and young people, as well as partner organisations. A cross-Council implementation group has been established to develop the scheme, develop an impact assessment process, a training programme and a program to embed rights-based practice in</p>	<p>Director of People</p> <p>Deputy Leader Christine Richards</p>	<b>Green</b>



		services.		
<p>Value Swansea's various communities by celebrating diversity and 'each other's festivals' to create a positive and cohesive sense of community and emphasising social justice and respect.</p> <p><b>(ref: 12.5)</b></p>	<p>Increased levels of community cohesion, respect and co-operation.</p>	<p>Support implementation of Strategic Equality Plan, Welsh Language Scheme and associated plans. Equality Impact Assessments. Continue to develop engagement mechanisms with groups, e.g., LGBT Forum. Embedding community cohesion within the Communities First programme, the development and delivery of the Community Cohesion Delivery and the development of a hate crime strategy.</p>	<p>Head of Communication and Customer Engagement</p> <p>Head of Poverty &amp; Prevention</p> <p>Deputy Leader, Christine Richards</p>	<p><b>Green</b></p> <p>A revised Community Cohesion Delivery Plan has been provided by Welsh Government. 2 more years of funding the Community Cohesion Co-ordinator post has been agreed. 2014-2016.</p> <p>The new Delivery plan has a number of outcomes which emphasise the role and involvement of the Communities 1<sup>st</sup> programme and Hate crime reporting</p>
<p>Develop a carefully targeted use of ASBO's, an alley-gating policy investigate "no cold-calling" zones and prosecute breaches.</p> <p><b>(ref: 12.7)</b></p>	<p>An increase in community safety</p>	<p>ASBO legislation is expected to be changing significantly in the near future. An Alley gating policy has been adopted by the Authority. Cold calling zones can be set up as demand is shown. Staff resource to service referrals from zones is very limited.</p>	<p>Head of Housing &amp; Public Protection lead</p> <p>Cllr June Burtonshaw</p>	<p><b>Green</b></p>

## Standing up for a Better Environment and Better Planning

Policy Commitment	Anticipated Outcomes	Milestones and steps to deliver it	Responsible Officer / Cabinet Member	Progress during Qtr 1 2014/15 & RAG status
<p>Give a stronger voice to residents in the design of community-based facilities, such as the development of suburban shopping centres, transport and other neighbourhood schemes, by ensuring there is full citizen engagement, including young people.</p> <p><b>(ref: 13.9)</b></p>	<p>Residents feel able to influence Council decisions.</p> <p>Council decisions are shaped by resident opinion.</p>	<p>Work with schools and communities in identifying priorities for inclusion in area-based Safe Routes in Communities bids.</p> <p>Public consultation is critical to progressing the Local Development Plan (LDP). The Preferred Strategy and Sustainability Appraisal has been produced and consultations have taken place. Deposit LDP now in preparation for consultation</p>	<p>Head of Highways &amp; Transportation.</p> <p>Head of Economic Regeneration &amp; Planning.</p> <p>Deputy Leader, Christine Richards</p>	<p><b>Green</b></p>
<p>Encourage the highest standards of 'low carbon' design in all developments (Commit to maintain Green Dragon Level 5 within CB&amp;PS; Commit to BREEAM very good or excellent for all major projects depending on site constraints (Cefn Hengoed School achieved Very Good).</p> <p><b>(ref: 13.4)</b></p>	<p>Encourage the highest standards of 'low carbon' design in all developments.</p>	<p>A BREEAM award of very good is being sought for the completed Swansea City Bus Station.</p> <p>CB&amp;PS have maintained their green dragon level 5 accreditation following an annual review and assessment in May 2013.</p> <p>Sustainability and design are key planning considerations and pre-application discussions are held with developers to achieve better development outcomes for Swansea.</p>	<p>Chief Operating Officer (Internal construction projects)</p> <p>Head of Economic Regeneration &amp; Planning</p> <p>Head of Highways &amp; Transportation</p> <p>Cllr Sybil Crouch</p>	<p><b>Green</b></p> <p>As part of the grant criteria will need to realise BREEAM Excellent status. Appropriate consultants have been appointed as part of the design/construction process to enable this.</p>

Policy Commitment	Anticipated Outcomes	Milestones and steps to deliver it	Responsible Officer / Cabinet Member	Progress during Qtr 1 2014/15 & RAG status
<p>Put a commitment to sustainable development at the heart of planning policies.</p> <p><b>(ref: 13.4)</b></p>	<p>Sustainable development is embedded in all planning policies.</p>	<p>Progress the Local Development Plan (LDP) - Appropriate development and improved quality. LDP Preferred Strategy and Sustainability Appraisal produced and consultations taken place. Deposit LDP in preparation for consultation. Sustainable Development is at the heart of the planning process and LDP production.</p>	<p>Head of Economic Regeneration &amp; Planning</p> <p>Cllr Sybil Crouch</p>	<p><b>Green</b></p>
<p>Encourage the highest standards of 'low carbon' design and quality in all types of developments and investment.</p> <p><b>(ref: 13.4)</b></p>	<p>High quality, low carbon design in all types of development.</p>	<p>Guidance produced, consultation undertaken, and policy adopted. Championed and support the Low Carbon Swansea Project to encourage commitment to investment in low carbon developments.</p> <p>The 3 year lighting renewal programme utilising LED technology is a significant low carbon investment. Currently in last year of programme - all on track for completion.. Morryston School Redevelopment - on target to achieve Excellent.</p>	<p>Chief Operating Officer (Internal construction projects)</p> <p>Head of Economic Regeneration &amp; Planning</p> <p>Head of Highways &amp; Transportation</p> <p>Cllr Sybil Crouch</p>	<p><b>Green</b></p> <p>Links to BREEAM, also projects as part of the building control process will need to demonstrate conformity to current standards, which in turn will help achieve a reduction in carbon.</p>

Policy Commitment	Anticipated Outcomes	Milestones and steps to deliver it	Responsible Officer / Cabinet Member	Progress during Qtr 1 2014/15 & RAG status
<p>Introduce a county-wide programme of eco-street light replacement, reducing the council's carbon footprint and saving energy costs.</p> <p><b>(ref: 13.4)</b></p>	<p>An eco-street light replacement programme.</p> <p>A reduction in the Council's carbon footprint</p>	<p>New 3 Year LED Lighting programme</p> <p>Currently in last year of programme - all on track for completion</p> <p>Design of new lighting and equipment incorporates the use of L.E.D. lamps and dimming which reduce average carbon emissions by 60% in residential areas and by 40% over the whole lighting system.</p> <p>Introduce a county-wide programme of eco-street light replacement, reducing the council's carbon footprint and saving energy costs.</p>	<p>Head of Highways and Transportation</p> <p>Cllr Sybil Crouch</p>	<p><b>Green</b></p>
<p>Improve facilities in the city centre for pedestrians, cyclists and visitors, and develop and promote 'green corridors' - environmentally friendly links to the city centre from the suburbs.</p> <p><b>(ref: 13.4)</b></p>	<p>More attractive and convenient routes to encourage walking and cycling and to assist visitors</p>	<p>Progress city centre cycle routes and deliver improved pedestrian crossings and routes, including Boulevard scheme. Cycle Action Plan agreed, with ongoing consultation with Sustrans and Wheelrights. A proposal for a network of off-road routes for city centre cycling has been agreed. The introduction of the Active Travel Act and the responsibilities therein to improve and promote cycling and walking will support this policy</p>	<p>Head of Highways &amp; Transportation and others</p> <p>Cllr Sybil Crouch</p>	<p><b>Green</b></p>

		commitment.		
<p>Seek the imaginative and sustainable use of open spaces in the city centre.</p> <p><b>(ref: 13.5)</b></p>	<p>An improvement in the use of the city centre and a clear city centre offer. The sustainable use of the city centre, greater community cohesion and wellbeing</p>	<p>The Waterfront City Programme is being delivered to provide usable open spaces that encourage events and activity. A review of the City Centre Strategic Framework has been commissioned and public realm, greening and urban design are key considerations.</p> <p>Events programme ongoing and delivered in partnership with City Centre Management and Swansea BID.</p>	<p>Head of Economic Regeneration &amp; Planning</p> <p>Head of Culture, Sport, Leisure and Tourism</p> <p>Cllr Sybil Crouch</p>	<p><b>Green</b></p>
<p>Seek to protect and enhance Parks and Open spaces for the enjoyment of present and future generations, especially seeking the imaginative and sustainable use of open spaces in the city centre.</p> <p><b>(ref: 13.5)</b></p>	<p>Increase opportunities through continued programme of Parks and Playground Improvements</p> <p>Increase local ownership, local pride, engagement and involvement through the establishment of Friends of Parks groups.</p> <p>Enhance selected parks through achievement of Green Flag status</p> <p>Protection of selected parks through Fields in Trust designation</p>	<p>The LDP seeks to balance the requirement to allocate land for development and afford protection of land for current and future generations. The Preferred Strategy and Sustainability Appraisal has been produced and consultations taken place. The Deposit LDP is in preparation for consultation</p>	<p>Head of Economic Regeneration &amp; Planning</p> <p>Head of Culture, Sport, Leisure and Tourism</p> <p>Cllr June Burtonshaw</p>	<p><b>Green</b></p> <p>Cwmdonkin Park restoration project Capital works complete. Brynmelin Park improvement project complete.</p> <p>5 new/upgraded play areas for target areas as part of Administration's £300k commitment 90% complete.</p> <p>4 new skate facilities installed in target areas</p> <p>Rethinking Parks application submitted to Nesta/HLF</p> <p>6 new community groups</p>

				<p>engaged with in relation to establishing Friends groups</p> <p>4 existing Green Flags retained, 1 new Green Flag achieved, Management plan and application submitted for 1 further site</p> <p>Parks protected through Fields in Trust. National Fields in Trust award won by Parc Williams</p>
<p>Encourage the greater provision of allotments and garden sharing, particularly where publicly owned land is available and appropriate for such use.</p> <p><b>(ref: 13.6)</b></p>	<p>An increase in the number of allotments, garden sharing and publically owned land for growing</p>	<p>Continue to manage the existing allotment service and identify and develop additional community growing spaces. Promote Grow Local Scheme 10 allotment leases being progressed, Fairfield (Townhill) allotment site further developed Grow local scheme successfully promoted - 30 supported projects to date and £40 spend allocated</p>	<p>Head of Poverty &amp; Prevention</p> <p>Cllr Sybil Crouch</p>	<p><b>Green</b></p> <p>The full £50k Grow Local Grant was allocated to schemes in 2013/14. This is being promoted this financial year with a lot of interest.</p> <p>Working closely with CLAS to develop a route map for community growing and liaising with the Place directorate to minimise restrictions on growing spaces.</p>

Policy Commitment	Anticipated Outcomes	Milestones and steps to deliver it	Responsible Officer / Cabinet Member	Progress during Qtr 1 2014/15 & RAG status
<p>Commence a programme of 'greening' council programmes and buildings, starting with the use of renewable energy and micro-generation measures and making buildings more energy efficient.</p> <p>(ref: 13.7)</p>	<p>Council programmes and buildings which make use of renewable energy, micro-generation and making building more energy efficient.</p>	<p>Implement a programme within Council buildings to minimise carbon emissions, in line with approved Carbon Reduction Strategy - Reduced CO<sup>2</sup> emissions and costs of energy use by minimum 3% year per annum and by 30% over life of the programme. Pilot Carbon Performance to promote awareness and optimise building operational practices to reduce carbon emissions.</p> <p>Implement a programme for installing SMART meters to the Councils domestic &amp; non-domestic electricity supplies and promote AMR (SMART) metering for the Councils highest consuming gas supplies.</p> <p>Support the Welsh Purchasing Consortium to develop a renewable energy framework contract for the installation of Solar Photovoltaic arrays on the Councils domestic and non-domestic buildings.</p>	<p>Chief Operating Officer (Property Assets)</p> <p>Cllr Sybil Crouch</p>	<p><b>Green</b></p> <p>Total Carbon Emissions for 2013/14 = 35,275 Tonnes (17% reduction on the 2009/10 base year measurement)</p> <p>Carbon Performance reporting regularly scheduled via Place P&amp;FM meetings. Reporting now extended to include an additional four Service units</p> <p>All non-domestic electricity meter exchanges completed with 15% of the domestic electricity meters now exchanged. A total of 100 gas supplies have now been fitted with a SMART meter device.</p> <p>Technical Spec &amp; Pricing scenario's completed in early August 2014. Tender Documentation being compiled by Torfaen CBC with a "go live" target date of Autumn 2014</p>

Policy Commitment	Anticipated Outcomes	Milestones and steps to deliver it	Responsible Officer / Cabinet Member	Progress during Qtr 1 2014/15 & RAG status
<p>Begin a programme of making council-run vehicles 'eco friendly'.</p> <p>(ref: 13.8)</p>	<p>An increase in the number of eco-friendly vehicles</p>	<p>9 electrical cars now in place within the Council's CB&amp;PS and Highways departments and being .27 hybrid vehicles in place across the Council and currently being evaluated prior to further roll out</p> <p>Cross-sector electric vehicle working group being initiated by Swansea Low Carbon Group</p>	<p>COO/Head of Highways and Transportation</p> <p>Cllr Sybil Crouch</p>	<p><b>Green</b></p> <p>Whilst much of the fleet renewal programme has been suspended pending work to reduce fleet size, some new vehicles have been procured. One additional electric car is on order for Gower AONB, three Euro 6 HGV vehicles also on order. Trials of electric vans and hybrid trucks are currently on-going. Cross-sector electric vehicle working group being initiated by Swansea Low Carbon Group coordinate strategy for charging points within county.</p>



Policy Commitment	Anticipated Outcomes	Milestones and steps to deliver it	Responsible Officer / Cabinet Member	Progress during Qtr 1 2014/15 & RAG status
<p>Seek to green the built environment by working with organisations such as housing associations and other public bodies and maximising the contribution from the Community Energy Saving Programme (CESP) and the Welsh Government's Arbed scheme.</p> <p>(ref: 13.8)</p>	<p>Greening the built environment and reducing demands.</p>	<p>Work with Housing Associations to bid for Welsh Government Arbed funding. Access funding from Utility companies via CESP (now replaced by the Energy Company Obligation ECO) funding programme. .</p> <p>£2.27m of CESP funding has been accessed over the last 12 months for Energy Efficiency improvements to Council Housing.</p> <p>A list of mixed tenure schemes (inc Housing Associations) is currently being drawn up for submission to the Welsh Government for the 2014/15 Arbed bidding round.</p> <p>Energy efficiency improvements to housing, warmer homes and potential for reduced fuel bills</p>	<p>Head of Housing &amp; Public Protection lead</p> <p>Cllr Mark Child</p>	<p><b>Green</b></p> <p>WG Arbed funding for 2014/15 provisionally awarded for energy efficiency improvements to housing in the Waun Wen (Castle 1) area.</p>
<p>Work with 'Keep Wales Tidy', local communities and others to tackle the blight of litter, making Swansea a 'Tidy City'.</p> <p>(ref: 13.9)</p>	<p>To reduce the amount of litter and dog fouling in the city</p>	<p>As part of a high profile publicity campaign, 60 additional dog waster bins have been installed, with enforcements partners to serve notices</p>	<p>Head of Highways and Transportation</p> <p>Cllr June Burtonshaw</p>	<p><b>Green</b></p>

## The Council's Vision for Swansea

Policy Commitment	Anticipated Outcome	Milestones and steps to deliver it	Responsible Officer / Cabinet Member	Progress during Qtr 1 2014/15 & RAG status
Adopt a 'can do' attitude. (ref: 1.2)	The Council (Members and Officers) proactively solve problems and the residents experiences of the Council is Positive.	A new Innovation Programme has been deigned to deliver this aim including problem solving.  We have agreed to involve Members fully in this programme of work.	Director of Corporate Services  Deputy Leader, Christine Richards	<b>Green</b>
Establish a Delivery Unit (ref: 2.6)	A sharper focus on delivering our priorities  Better support for the Leader and Cabinet Members	The Delivery Unit has been established. Part of its role is to review the delivery of the Policy Commitments and increase focus on the Improvement Plan.  A Policy Officer has been appointed to provide support to the Leader and Cabinet Members on policy development.	Director of Corporate Services  Deputy Leader, Christine Richards	<b>Green</b>

Policy Commitment	Anticipated Outcome	Milestones and steps to deliver it	Responsible Officer / Cabinet Member	Progress during Qtr 1 2014/15 & RAG status
<p>Create a 'Team Swansea' approach – a commitment to work with others.</p> <p><b>(ref: 2.7)</b></p>	<p>Services and employees work together to share ideas, solve problems and reduce costs: there are no silos.</p> <p>Create a culture of innovation, collaboration and ambition.</p>	<p>A new Innovation Programme has been designed to deliver this aim. Need to consider how we engage Members</p> <p>We have agreed to involve Members fully in this programme of work. Three new values have been established, including “working together” to support improvements in this area</p> <p>Merge this commitment with the ‘can do attitude – also reflects Co-operative Council principles.</p>	<p>Director of Corporate Services</p> <p>Deputy Leader, Christine Richards</p>	<p><b>Amber</b></p>

# Annual Review of Performance in 2013/14



City and County of Swansea  
Dinas a Sir Abertawe



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## Introduction

The Welsh Government requires all Councils to publish their plans for improving what they do and how they do it. The Corporate Improvement Plan 2013/17 *Standing Up for a Better Swansea* set out the Council's key priorities for improvement; these are known as 'Improvement Objectives'.

The Plan shows how the Council's Improvement Objectives contributes towards improving the wellbeing of people in Swansea as set out within the *One Swansea Plan* and delivers the relevant Policy Commitments the Council adopted in July 2012.

The Council and its partners through the Local Service Board have a shared ambition and vision for Swansea:

### *Our Ambition for Swansea*

- Swansea is a unique city by the sea. It is a green, safe, caring and friendly city that values learning and its public services and we want it to stay that way.
- Swansea is a city that is passionate about its sport, history and culture and these are things worth celebrating.
- But we also want Swansea to be a healthier, fairer and more economically active place, a city that offers more for children and young people.
- We want to work together to make Swansea a better place and improve community wellbeing in a way that is democratic, involves everyone and does not compromise the needs of future generations.

Our vision is that Swansea will be a desirable place to live, work and visit that:

- Capitalises on the distinctive relationship between its vibrant urban areas and outstanding rural and coastal environments
- Supports a competitive and prosperous economy that acts as a focal point for the wider Swansea Bay City Region
- Is a thriving city centre destination that offers excellent shopping facilities and supports leisure and business opportunities, capitalising on its proximity to the waterfront
- Promotes sustainable, distinct communities, in both urban and rural locations, that benefit from sufficient good quality accommodation, supporting infrastructure, community facilities and opportunities for recreation
- Celebrates and conserves its unique natural heritage and cultural and historic environments

This Annual Review of Performance 2013/14 is the Council's own self-assessment on its performance delivering its 'Improvement Objectives' as outlined in the Corporate Improvement Plan 2013/17 for the 2013/14 financial year.

### **How is the Annual Review of Performance 2013/14 structured?**

- **Part 1 – Executive Summary**
- **Part 2 – Summary of evaluations delivering the Council's Improvement Objectives in 2013/14** – represents a summary where the Council presents a précised conclusion of its own evaluation of its performance delivering its Improvement Objectives during 2013/14.

- **Part 3 – Working in partnership with others in 2013/14** – The Council will always seek to collaborate with other Welsh Councils to improve service efficiency and effectiveness. This part illustrates how the Council is collaborating with others across a wide range of services in some key areas.
- **Part 4 – Performance Information and its use** – The Council has to plan what services it will deliver within the available resources. The Council has to ensure that its services meet the needs and aspirations of the people of Swansea and that they are effective and provide value for money. This part shows how the Council plans for and puts arrangements in place to secure improvement.

### **How can you get involved and propose new Improvement Objectives during the year?**

The Council has created a partnership consultation database to enable residents to easily access consultations that are being conducted by, or on behalf of the City and County of Swansea Council and its partners.

Here you can view the consultation, find out more details and if and how you can get involved in providing feedback. When a consultation is complete you will be able to download any relevant results/newsletters.

Please follow the link to access the Consultation Database on the next page.  
<http://www.bmgsystems.co.uk/swansea/KMS/news.aspx?LoggingIn=tempVar>

Should you have any questions or queries about the Consultation Database, or you are experiencing trouble using it, please contact the Consultation Co-ordinator on 01792 636732 or fax 01792 637206 or e-mail [consultation@swansea.gov.uk](mailto:consultation@swansea.gov.uk)

You can also get involved through the Council's Scrutiny Boards and panels, which are open to the public (see link below)  
<http://www.swansea.gov.uk/index.cfm?articleid=36785>

or you can contact the Council's Access to Services Team to get involved on tel: 636907 or email [accesstoservices@swansea.gov.uk](mailto:accesstoservices@swansea.gov.uk)

If you wish to propose new improvement priorities for 2015/17, you can contact the Council at any time by: Email to [improvement@swansea.gov.uk](mailto:improvement@swansea.gov.uk) Telephone 01792 636852.



## Part 1 – Executive Summary

Improvement Objective	Performance Measures	Summary assessment
<b>A. Provide support for children in the early years in Swansea so that they are ready for learning and make developmental progress.</b>	<ol style="list-style-type: none"> <li>1. % attendance at Flying Start Settings</li> <li>2. % Flying Start Children assessed as performing at or above the developmental norm</li> <li>3. % of parents / carers that report a positive distance travelled (improvement) at the end of a Flying Start parenting programme.</li> </ol>	<p>We have mainly achieved this improvement objective based upon the data available</p>
<b>B. To support improvement to school attendance and attainment of all learners aged 3 – 19 years so that each can achieve their potential</b>	<ol style="list-style-type: none"> <li>1. % attendance at primary and secondary schools.</li> <li>2. Attainment in English or Welsh Core Subject Indicator</li> <li>3. % pupils achieving the Level 2 Threshold Inclusive of English/Welsh &amp; Maths</li> </ol>	<p>This Improvement Objective has mainly been met</p>
<b>C. People are Safe, Well and supported to live independently (Child &amp; Family)</b>	<ol style="list-style-type: none"> <li>1. Number of children becoming looked after.</li> <li>2. Number of children looked after</li> <li>3. Rate of entry in Looked After Children (per 1000 pop 0-17 years).</li> <li>4. Rate of Looked After Children (per 1000 pop 0-17 years)</li> <li>5. % of referrals that are re-referrals within 12 months</li> <li>6. Total number of children in need (open cases) in year.</li> <li>7. % of children on the Child Protection Register who have been de-registered and then re-registered.</li> <li>8. % of children who remain on the Child Protection Register for more than 1 year.</li> <li>9. % of children in mainstream Foster care who are placed with Foster Swansea.</li> <li>10. Number of children in residential care.</li> <li>11. % of children looked after in a family placement.</li> </ol>	<p>This Improvement Objective has been met</p>

Improvement Objective	Performance Measures	Summary assessment
<b>D. Develop partnerships, skills and infrastructure in order to attract and grow a knowledge based economy creating jobs grounded in key sectors.</b>	1. Increase in the number of projects with social benefit clauses ( <i>Beyond Bricks and Mortar</i> ) in their contracts. 2. No. of people entering employment as a result of participation in the Workways project. 3. % of applicants and third parties satisfied or very satisfied with the Planning application service. 4. % of all major and minor applications with an economic imperative that are approved.	This Improvement Objective has been partially met
<b>E. Promote affordable credit and savings options and help people maximise their income and entitlements</b>	1. Number of staff / workers trained in Welfare Rights / Benefits advice appropriate to their role. 2. Number of Council staff making saving contributions to the Credit Union. 3. Number of Council tenants joining the Credit Union. 4. % of eviction warrants for rent arrears raised against Council Tenants suspended due to support and financial assistance. 5. % of all potentially homeless households for whom homelessness was prevented for at least 6 months.	This Improvement Objective has mainly been met
<b>F. Improve Housing and Housing supply in order to increase the availability of good quality, affordable housing</b>	1. Number of new affordable housing units provided / needed 2. Number of void (empty) Council homes 3. % of tenants staying in their Council tenancy for more than 2 years.	This Improvement Objective has been partially met

Improvement Objective	Performance Measures	Summary assessment
<b>G. Help people adopt and develop healthy and sustainable lifestyles in order to improve health.</b>	1. % of 11 – 16 year olds attending 20 or more extra-curricular physical or sporting activities during the school year. 2. % of year 6 school children (11 years old) involved in the schools learn to swim programme who can swim to the required standard. 3. Number / % of GP referrals still engaging in physical activity after 12 months and indicating that their health has improved 4. Number of growing spaces. 5. % of pupils identified in the Pupil Level Annual School Census who take up free school lunch – primary / secondary schools.	This Improvement Objective has mainly been met
<b>H. People are Safe, Well and supported to live independently (Adult Services)</b>	1. % of cases where the risk (safeguarding vulnerable adults) has been managed 2. %. Of people supported to be independent 3. The average number of working days taken from completion of the care plan and / or installation of aids / equipment. 4. % of clients returning home following re-ablement	This Improvement Objective has mainly been met
<b>I. Minimise waste and increase recycling through promotion, working with others and by targeting low participating areas</b>	1. % of municipal waste sent to landfill. 2. % of municipal waste being re-used, recycled and composted. 3. % of Fly tipping cleared within 5 working days	This Improvement Objective has been met

## **Part 2 – Summary of our performance against our Improvement Objectives**

This section contains the following information for each of our 2013/14 Improvement Objectives:

### **Self-Assessment**

This is our judgement or 'self-assessment' of whether or not we achieved the Improvement Objectives in 2013/14. It is based on our success measures that we identified in our Corporate Improvement Plan 2013/17.

Success is measured by achieving or bettering the projections for performance during 2013/14 (a result is AMBER if it is within 5% of the projection) and / or improving performance compared to the previous year.

We considered our detailed self-assessments, which provide an overall view of how we delivered the Improvement Objective. These are available to view on our website [www.swansea.gov.uk](http://www.swansea.gov.uk)

We compare performance to other Council's in Wales where there is national data available. In some cases, where there is no national data available, we have been able to obtain information direct from other Council's in order to try and make some comparisons.

The Council is currently undertaking a review of its performance and improvement arrangements. This includes further improving, developing and embedding the Council's corporate approach to self-evaluation over time in order to strengthen our ability to be self-aware and learn from others. We plan to have a Peer Review as part of the Welsh Local Government Association scheme in 2014/15 which will involve a self-assessment.

## **A. Provide support for children in the early years in Swansea so that they are ready for learning and make developmental progress.**

### **Why this is an Improvement Objective**

There is evidence to show that good early years care and education can have beneficial outcomes for children and their families.

#### **1. Early years provision**

- Research findings suggest that good care and education in children's early years lead to improvements in language development, educational performance in mathematics and reading and a reduction in aggressive behaviour.
- Children who attend early years settings are more independent and concentrate on their play for longer and, on entry to school, are more co-operative and are better prepared for the challenges they meet. Research also demonstrates that the quality of the provision has a marked impact on the outcomes for children.

#### **2. Flying Start**

- Flying Start is a multi-agency Programme aimed at improving outcomes for children under 4 years in the most deprived areas. Children and their families living in the eligible areas can access a menu of services, which include:
  - Additional Health Visiting;
  - Family Partnership support via delivery of group programmes and/or 1-2-1 individual interventions;
  - Early Language development support;
  - Free quality part time Childcare for all 2 year olds 2.5 hours a day, 5 days a week 39 weeks of the year & 15 days of childcare/activities during school holidays.
- Swansea's model of delivery is centred around the establishment of dedicated Flying Start settings set within primary schools ensuring the co-location of staff and achieving seamless provision into the Foundation Phase.
- The Flying Start Programme is currently undergoing a significant phase of expansion, which will double the number of children who will benefit. Due to the scale of the expansion improving upon or even maintaining results is now a massive challenge. Service projections have been revised to reflect this.

### **The Council's contribution towards improvement**

- The co-ordination of the Flying Start Programme is led by the Council. The Council and its partners work to encourage as many eligible families to access the Flying Start services including the childcare place for all 2 year olds as ensuring high levels of attendance at the childcare setting will support children to reach their developmental potential.

**Improvement Objective A: Provide support for children in the early years in Swansea so that they are ready for learning and make developmental progress.**

**Self-assessment**

We have mainly achieved this improvement objective based upon the data available, as follows:

<b>Success Measures – the Council’s contribution to improvement</b>	<b>Outcome – that the Council is contributing to</b>	<b>Projection 2013/14</b>	<b>Result 2013/14</b>	<b>Result 2012/13</b>	<b>Comments</b>
Percentage attendance at Flying Start settings.	So that as many eligible children and their families as possible benefit from the educational and social support offered through the Flying Start programme.	75%	80.32% <b>GREEN</b> ↑	79%	
Percentage of parents / carers that report a positive distance travelled (improvement) at the end of the Flying Start programme in a) self-esteem and confidence.	An important measure of the progress parents and carers perceive they have made during the intervention in improving their parenting skills, children’s behaviour and self-esteem and confidence.	See comment	67.88%	See comment	A new Welsh Government validated tool to measure the parent / carer journey in improving their self-esteem, confidence and parenting capacity is in place. The 2013/14 data will be used to benchmark performance to enable future comparisons to be made.
Percentage of parents / carers that report a positive distance travelled (improvement) at the end of the Flying Start programme in b) parenting skills.			69.09%		
Percentage of parents / carers that report a positive distance travelled (improvement) at the end of the Flying Start programme in c) children’s behaviour.			63.94%		

<b>Success Measures – the Council’s contribution to improvement</b>	<b>Outcome – that the Council is contributing to</b>	<b>Projection 2013/14</b>	<b>Result 2013/14</b>	<b>Result 2012/13</b>	<b>comments</b>
Percentage of Flying Start children assessed as performing at or above the developmental norm for a) age 2 years	So that professionals working with children and their families can respond appropriately to help improve outcomes.	See comment	55.11%	52%	The percentage of Flying Start children assessed as performing at or above the developmental norm cannot be meaningfully compared from year to year since different cohorts of children with different needs and starting points are measured each year
Percentage of Flying Start children assessed as performing at or above the developmental norm for b) age 3 years			59.37%	64%	

The detailed self-assessment can be found on this on [www.swansea.gov.uk](http://www.swansea.gov.uk)

### **How does this compare with others in Wales?**

- Directly comparing Local Authorities in relation to the Flying Start initiative is not possible due to the significant differences between Authority’s in size, model and complexities. Data analysis needs to be sensitive to these differences. Specifically on the performance measures :
- Flying Start Attendance data –
  - o this data was requested by Swansea but is not available on a national basis.
- Percentage of Flying Start children assessed as performing at or above the developmental norm –
  - o Over the past 12 months there has been considerable focus on the Phase 2 expansion of the Flying Start Programme via the model of co-locating the services at Primary schools in targeted areas
  - o Across Wales, Swansea ranks 7<sup>th</sup> out of 22 Local Authorities on the percentage of children in pre-expansion Flying Start areas reaching or exceeding their development milestones at age 3; this is above the Welsh national average of 50% for both pre and post expansion areas at age 3.

- It should be noted that the pre-expansion “existing Flying Start areas” have attained the Welsh Government’s target to increase the proportion of 3 year olds receiving Flying Start services that have achieved or exceeded their developmental milestones to 60% by 2016.
- As such, a focus for development of the Flying Start Programme is on enhancing the services on offer for children between 0-2 years in order to increase the impact and co-ordination of provision at an earlier stage.
- Percentage of parents / carers that report a positive distance travelled (improvement) at the end of the Flying Start programme –
  - this data is not available on a national basis. However an independent view of Swansea’s Parenting Service has cited the quality and approach as good practice.
  - Karen Graham, Professor of Early Years and Lifelong Learning at Glyndwr University, regularly recommends to other Local Authorities to learn from Swansea’s Parenting Service.
  - Professor Graham is a member of the World Childcare Forum and a member of a number of Welsh Government Ministerial Taskforces including the Early Years Taskforce. During the last year she has been sharing the Parenting Team’s good practice on both National and International Stages.



## **B. Support improvement to school attendance and attainment of all learners aged 3 – 19 years so that each can achieve their potential.**

### **Why this is an Improvement Objective**

There are key issues that have implications for the need to improve school attendance and attainment.

#### **1. School attendance:**

- There is a strong link which shows that children who attend school regularly improve their chances of raising their attainment and achieving their full potential.
- There was an improvement in Swansea's attendance figures for both Primary and Secondary phases in 2011/12 academic year. However, the national ranking for Primary attendance slipped.
- As a result, schools with low attendance have been targeted for support.
- Nationally, all local authorities have entered into dialogue with the Schools Standard Unit on attendance with analysis and actions being provided for each authority.

#### **2. Educational attainment:**

- There has been good improvement in achievement and attainment in Swansea over the last 5 years but the focus on improvement needs to be sustained.
- Ensuring children and young people have good literacy (and numeracy) skills is key to their chances of success.

### **The Council's contribution towards improvement**

- Children and young people need the best circumstances and chances to achieve a full and rounded education in order to reach their potential. Failure to ensure this can lead to children and young people leaving school without recognised qualifications, which can see them drift into anti-social behaviour, become unemployed with poor prospects and fall into poverty.
- The first step to avoid this is to ensure that children and young people attend school regularly in the first place and that they have the necessary support and conditions at home in order to succeed.
- Once in school, children should be engaged using effective teaching and learning practices aimed at improving literacy and numeracy skills.
- These actions will help to reduce the number of young people who leave schools with no qualifications, or with poor qualifications, and increase the number who go on to further education, employment or training, helping to break the cycle of social exclusion and poverty

## Improvement Objective B: Support improvement to school attendance and attainment of all learners aged 3 – 19 years so that each can achieve their potential.

### Self-assessment

This Improvement Objective has mainly been met, evidenced by the following:

Success Measures – <i>the Council's contribution to improvement</i>	Outcome – <i>that the Council is contributing to</i>	Projection 2013/14	Result 2013/14	Result 2012/13	Comment
Percentage of pupil attendance in a) primary schools	If children do not attend school regularly then they will not fulfil their educational potential.	93.70%	93.02% AMBER ↓	93.32%	The projections for 2013/14 were not met primarily due to pupil illness in the Spring Term. The 1 <sup>st</sup> half of the current academic year shows primary school attendance at 94.6%. An Improving Attendance Strategy and Action Plan are in place.
Percentage of pupil attendance in b) secondary schools		92.40%	92.30% AMBER ↑	92.01%	
Percentage of pupils assessed at the end of Key Stage 2 (age 11) achieving the Core Subject indicator	The Core Subject Indicator shows how pupils are gaining all the basic skills of literacy, numeracy and learning to solve problems through science.	84%	84.3% GREEN ↑	83.7%	
Percentage of pupils achieving the Level 2 threshold including a GCSE grade A* - C in English or Welsh first language and Mathematics	So that pupils can achieve their potential in whatever path they take after leaving school.	55%	55.31% GREEN ↑	54.36%	

The detailed self-assessment can be found on [www.swansea.gov.uk](http://www.swansea.gov.uk)

### How does this compare with others in Wales?

- Pupil Attendance: secondary schools
  - o In 2012/13, secondary school attendance ranking was maintained at 15<sup>th</sup> out of 22 authorities in Wales; the 2013/14 result would see Swansea move up to 10<sup>th</sup> position in Wales based upon the last available national data.
  - o A new Regional Attendance Group for the south west and mid Wales region, 'ERW', was formed in April 2013. It will be sharing good practice more widely across the region.
  
- Pupil Attendance: primary schools
  - o Primary school attendance fell in 2012/13, for the first time in 3 years, to 93.0% (93.3% in 2011/12). Swansea's national ranking for primary attendance fell in 2012/13 to joint last out of the 22 authorities in Wales (17<sup>th</sup> in 2011/12).
  - o Only 22% of primary schools' attendance was in the top half of their group of similar schools across Wales. That means that 78% (61) of primary schools were in the bottom half of their group with 52.6% (41) in the bottom 25%.
  - o Information for the 1<sup>st</sup> half of the current academic year shows primary school attendance at 94.6%, which would see Swansea move up to joint 3<sup>rd</sup> in Wales on the last available national data.
  
- Improving literacy: Percentage of pupils assessed at the end of Key Stage 2 (age 11) achieving the Core Subject indicator
  - o Swansea's national ranking for the Key Stage 2 Core Subject Indicator dropped to 13<sup>th</sup> (10<sup>th</sup> in 2012) although it was equal to the all-Wales result and above the expected level for Swansea, which would be 14<sup>th</sup> (The expected level is set by the amount of deprivation in the authority. This is calculated using the percentage of pupils who claim a free school meal).
  
- Percentage of pupils achieving the Level 2 threshold including a GCSE grade A\* - C in English or Welsh first language and Mathematics
  - o The Level 2 Inclusive improved from 54.36% in 2012 to 55.3% in 2013, ranking Swansea 9<sup>th</sup> in Wales (out of 22 authorities) and maintaining the improving trend. Swansea's Level 2 Inclusive in 2013 was above the Wales average which was 52.7% (51.1% in 2012) and better than the other urban authorities (Cardiff, Newport, Wrexham). The performance was better than the anticipated 'benchmark' of 14<sup>th</sup> in Wales, which is set using the level of deprivation in the authority compared to the other authorities in Wales.

## **C. People are safe, well and supported to live independently (Child & Family Services)**

### **Why this is an Improvement Objective**

There are key issues that have implications for the need to improve children's social services.

#### **1. Local context:**

- Swansea has the second highest overall population of the 22 Welsh Unitary Authorities. The overall population of children and young people (0-17 years) in Swansea is 46,808, which is approximately 20% of the total population. This population is growing fast and is projected to rise.
- Swansea has 12% of its local areas in the 10% most deprived in Wales, and 25% of Swansea's local areas are among the 20% most deprived in Wales. More children are being raised in high levels of poverty, as families are experiencing the harsh social and economic conditions related to austerity measures and welfare reforms.
- Each of these changes are likely to lead to significantly higher demand for all children and young people services, including children with complex social care needs, over the coming years.
- A recent independent review (May 2013) concluded that Swansea has been:
  - Highly successful at reducing the rate of referrals and re-referrals to Children's Social Care.
  - Successful at managing the rate of children in need.
  - Successful at keeping the number of Children on the Child Protection Register relatively low and steady when elsewhere in the UK, these numbers have been growing significantly.
  - Successful in supporting looked after children to find a range of stable, including permanent, placements.

### **The Council's contribution towards improvement:**

- We still need to focus our efforts on reducing the overall number of looked after children and young people looked after, to be in a better position to help children in need, through more preventative and early intervention services.
- There are some improvements to be made by Swansea Council and partners:
  - We aim to achieve the best possible outcomes for children in need. We continue our progress in key areas of Swansea's 5 Year Safe LAC Reduction strategy.
  - To monitor the children in need population and the impact of welfare reforms on families in Swansea.
  - Develop services for children and young people on the cusp of entering the care system.
  - We improve services to looked after children who are approaching adulthood and care leavers

## Improvement Objective C: People are safe, well and supported to live independently (Child & Family).

### Self-assessment

This Improvement Objective has been met, evidenced by the following:

Success Measures – <i>the Council's contribution to improvement</i>	Outcome – <i>that the Council is contributing to</i>	Projection 2013/14	Result 2013/14	Result 2012/13	Comment
Number of children becoming looked after	Reduce the number of children in need who are then coming into care.	190	190 GREEN ↑	228	
Rate of entry in looked after children (per 1000 population 0-17)		4.07	4.04 GREEN ↑	4.85	
Number of children looked after	Reduce the demand for services for children in need and children looked after by targeting family support within a whole system approach	563	538 GREEN ↑	588	
Rate of looked after children (per 1000 population 0-17).		12.20	11.44 GREEN ↑	12.50	
Total number of children in need (open cases) in year.	Reduce the impact of population growth and welfare reforms on demand children's social services over the next 2-10 years	Reduced Number	4853 GREEN ↑	4921	

<b>Success Measures – the Council’s contribution to improvement</b>	<b>Outcome – that the Council is contributing to</b>	<b>Projection 2013/14</b>	<b>Result 2013/14</b>	<b>Result 2012/13</b>	<b>Comment</b>
Percentage of referrals that are re-referrals	Reduce the impact of population growth and welfare reforms on demand children’s social services over the next 2-10 years	25%	19.59% GREEN ↑	27.83%	
Percentage of children on the child protection register who have been de-registered and then re-registered	Improve services to children and young people who may be at risk of becoming looked after.	12%	19.2% RED ↓	16%	A small number of large families re-registering can have a disproportionate impact on this result. Swansea Council is improving the tracking and monitoring of child protection cases to ensure that each child has a safety plan agreed on a multi-agency basis and actions carried out.
Percentage of children on the child protection register for more than one year		21%	11.4% GREEN ↑	14%	
Percentage of children in mainstream foster care who are placed with Foster Swansea	Looking for the right placement at the right time to help improve the stability of placements for looked after children, which is important to improving outcomes for children looked after and care leavers.	55%	62.2% GREEN ↑	61.1%	
Number of children in residential care		60	54 GREEN ↑	62	

<b>Success Measures – the Council’s contribution to improvement</b>	<b>Outcome – that the Council is contributing to</b>	<b>Projection 2013/14</b>	<b>Result 2013/14</b>	<b>Result 2012/13</b>	<b>Comment</b>
Percentage of children looked after in a family placement	Looking for the right placement at the right time to help improve the stability of placements for looked after children, which is important to improving outcomes for children looked after and care leavers.	93%	90.71% <b>AMBER</b> ↑	89.12%	Although the number of children in residential care has fallen, so has the number of looked after children fallen by 50. As part of strategic aims to achieve permanent placements for each child at the earliest opportunity, we expect to place more children locally, and within families, rather than outside of Swansea or in residential care.

The detailed self-assessment can be found on [www.swansea.gov.uk](http://www.swansea.gov.uk)

#### **How does this compare with others in Wales?**

- Swansea has been hit hard by the recession. Economic activity and employment rates in Swansea below the equivalent Wales and UK figures. Over 6% of Swansea’s population are from a non-white ethnic group (2011 Census).
- Although life expectancy in Swansea has increased by around 2 years for both males and females over the last ten years, there are large variances in healthy life expectancy – a gap of nearly 23 years for males and 15 years for females – in the more deprived areas of Swansea.
- Recent research, commissioned by All Wales Heads of Children Services, shows a link between child deprivation and the rate of children who are looked after. The impact of the right intervention being available to support children and families at the right time can make the difference.

- Re-referrals to children's social services
  - o The percentage of referrals to children's social services that are re-referrals at **27.83%** in 2012/13 meant that Swansea was 16<sup>th</sup> out of the 22 other Council's in Wales. This has improved in 2013/14 to **19.59%**, which would place Swansea at joint 7<sup>th</sup> based upon 2012/13 results.
- Looked after children
  - o Swansea, based on last year's figures, had one the highest rates of looked after children in Wales at 12.5 in 2012/13 compared to a Wales average rate of 9.5; Swansea's rate has improved to 11.4 in 2013/14 as the strategy to safely reduce the number of looked after children starts to have a positive impact. However across the 22 Welsh Local Authorities, there is wide variation: the lowest rate in 2012/13 was 5.3 (in Flintshire) and the highest was 16.6 (in Neath Port Talbot).
- Children on the Child Protection Register
  - o The current rate of children on the protection register in Swansea is **48**, which is very close to last year's Wales average rate of **47.2**.
- There are currently no national indicators available to compare performance for:
  - a) Percentage of children on the child protection register who have been de-registered and then re-registered.
  - b) Percentage of children on the child protection register for more than one year.
  - c) Percentage of children in mainstream foster care who are placed with Foster Swansea.
  - d) Number of children in residential care.
  - e) Percentage of children looked after in a family placement.



## **D. Develop partnerships, skills and infrastructure in order to attract and grow a knowledge based economy creating jobs grounded in key sectors.**

### **Why this is an Improvement Objective**

Swansea has some fundamental economic issues that it needs to deal with. The Council has a role in increasing social benefits from regeneration projects and setting the strategic planning framework to enable economic growth.

#### **1. Economy and Labour Market<sup>1</sup>:**

- Swansea has significant economic potential but faces a number of critical challenges to its future economic growth. Fundamental issues such as low productivity, high unemployment, economic inactivity, dependency on the public sector for employment and deficiencies in skills are amongst the core concerns.

#### **2. Competitive Place Making:**

- The Council recognises that it has to collaborate with its partners to overcome Swansea's challenges and to drive growth within the region. This includes working jointly on a variety of initiatives and projects including the ambition of creating a distinctive place with competitive infrastructure that supports investment in high value knowledge based sectors.

### **The Council's contribution towards improvement**

- Maximising the impact of regeneration projects through offering and facilitating linked training and work placements is an important way in which the City & County of Swansea can prepare citizens for the challenges that lie ahead.
- The City & County of Swansea is participating in two major schemes to help achieve this: Workways and Beyond Bricks and Mortar.
- The Beyond Bricks & Mortar (BB&M) scheme helps local businesses become part of the regeneration programme through the use of clauses in contracts that will provide social benefits in the form of opportunities for the long term unemployed and economically inactive.
- The Workways project involves Swansea working with three other local authorities within the region to engage with the economically inactive and long term unemployed and to help support them back into employment.
- The economic wellbeing and regeneration of the City & County depends in part on the development of large projects, be they retail, housing or industrial. There needs to be a successful partnership of developer and local planning authority in bringing forward schemes to the planning approval stage that assist economic development.

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<sup>1</sup> Swansea Local Service Board (2013) *Strategic Needs Assessment*

**Improvement Objective D – Develop partnerships, skills and infrastructure in order to attract and grow knowledge based economy creating jobs grounded in key sectors.**

**Self-assessment**

This Improvement Objective has been partially met, evidenced by the following:

<b>Success Measures – the Council’s contribution to improvement</b>	<b>Outcome – that the Council is contributing to</b>	<b>Projection 2013/14</b>	<b>Result 2013/14</b>	<b>Result 2012/13</b>	<b>Comment</b>
Percentage of applicants and 3 <sup>rd</sup> parties satisfied or very satisfied with the Planning application service	To promote confidence in investors and developers to invest in Swansea in order to help develop the local economy.	93%	84.56% <b>RED</b> ↓	94%	Reductions in performance are attributed to disruption when a new document management system was being introduced to the website and to access to on-line details and documentation; improvements are expected as on-line access improves
Percentage of all major and minor planning applications with an economic imperative that are approved	To bring forward schemes assisting economic development	87%	83.78% <b>AMBER</b> ↓	86.8%	
Increase in the number of projects with social benefit clauses and <i>Beyond Bricks and Mortar</i> in their contracts	To provide the unemployed and economically inactive with work experience, training and employment opportunities.	14	19 <b>GREEN</b> ↑	17	
Number of people entering employment as a result of their participation in the <i>Workways</i> project.	To support the long term unemployed and economically inactive back into work.	200	204 <b>GREEN</b> ↓	287	Although the 2013/14 projection was met, fewer participants were engaged compared to 2012/13 as a result of staff shortages in <i>Workways</i>

The detailed self-assessment can be found on [www.swansea.gov.uk](http://www.swansea.gov.uk)

### How does this compare with others in Wales?

- Satisfaction with the Planning application service
- Percentage of planning applications with an economic imperative approved
  - o Nationally comparable customer satisfaction data is not currently available; however, Planning Officers Society Wales are currently in the process of commissioning a national customer satisfaction survey for 2014/15.
  - o The percentage of major and minor applications with an economic imperative approved in Wales for 2013/14 was 88%, which is 4% above Swansea Council's performance; 1<sup>st</sup>, 2<sup>nd</sup> and 3<sup>rd</sup> quartile performance stood at 91%, 89% and 86% respectively.
- Projects with social benefit clauses in their contracts
  - o It is difficult to compare with other Councils in Wales; Swansea was the first local authority to adopt a policy to secure community benefits from public sector contracts in Wales.
  - o Swansea Council has been working with other local authorities and has recently shared its methodology and documentation with Pembrokeshire Council to enable them to set up a similar system. The Council also continues to work with the education and health sectors, advising and assisting them to include social benefits as part of their procurement process.
- People entering employment as a result of the *Workways* project
  - o The *Workways* project is a regional collaboration across five Welsh Councils.
  - o From the start of the project to March 2014, the project across the region helped a total of 4,595 to secure employment.
  - o That is broken down into 918 in Swansea, 2,199 in Neath Port Talbot, 906 in Carmarthenshire, 551 in Pembrokeshire, and 21 in Bridgend (Bridgend joined the project in July 2013).

## **E. Promote affordable credit and savings options and help people maximise their income and entitlements.**

### **Why this is an Improvement Objective**

There are issues affecting standards of living in Swansea.

#### **1. Welfare Reforms**

- The Westminster Government's Welfare Reform is an ongoing re-configuration of the benefits system in the UK, which will culminate in the roll out of Universal Credit which is estimated to take place in 2017. The introduction of Universal Credit – a single payment of all benefits to which a household is entitled made direct into the claimant's bank account – could have a significant impact on income and debt levels. In particular this may cause significant problems for households with little or no budgeting or money management skills, which could lead to an increase in rent arrears and homelessness
- In the meantime, current changes include the under-occupancy charge, which will see housing benefit reduced for those who are deemed to be under-occupying their homes based on UK Government criteria.

#### **2. Managing debt**

- In the last year we have experienced a significant increase in the demand for benefit and debt advice at a time when resources for advice provision within the public and third sector is already stretched. There has been a significant increase in the number of people seeking debt advice who have multiple Pay Day Loans or doorstep loans. Credit Unions – financial co-operatives that can offer accessible savings and access to low cost credit – are a sustainable alternative to Pay Day Loan companies and high interest lenders in a bid to help prevent people falling into debt.

### **The Council's contribution towards improvement**

- Increasing the number of Council staff and support workers trained in Welfare Rights advice appropriate to their role means that there is more capacity and capability to help people and clients claim their benefit entitlements, maximise their income and deal with benefit related issues as a result of Welfare Reform.
- Increasing the number of Council staff making savings contributions to a Credit Union will help build the financial capability of Credit Unions and encourage more people in Swansea to join and benefit from sustainable and affordable credit and savings options.
- Increasing the number of Council tenants joining the Credit Union will help them adapt to current changes under Welfare Reform and manage their money and pay their rent or bills promptly in a bid to prevent them falling into rent arrears and financial difficulties. Providing ongoing financial advice and support is a means to avoid tenants being faced with eviction as a result of rent arrears due to debt.
- Helping to prevent debt and homelessness will help people maintain stability and security for their families safeguard their health and well-being and prevent social exclusion, as well as reducing the costs associated with temporary and Bed & Breakfast accommodation.

## Improvement Objective E: Promote affordable credit and savings options and help people maximise their income and entitlements.

### Self-assessment

This Improvement Objective has mainly been met, evidenced by the following:

Success Measures – <i>the Council's contribution to improvement</i>	Outcome – <i>that the Council is contributing to</i>	Projection 2013/14	Result 2013/14	Result 2012/13	Comment
Number of Council staff trained in welfare rights / benefits advice	A greater proportion of residents of Swansea receive advice and support to ensure they are better able to access their benefit entitlement.	650	580 RED ↓	600	662 training places were offered with 580 people attending (88% attendance rate) All courses were fully booked but given the nature of the people who attend the training it is not unusual for them to not attend or have to leave early if they have a client who needs support.
Number of Council staff making saving contributions to the Credit Union through payroll deduction	Helps build the financial capacity and longer term sustainability of the credit union and also ensures that more people can access and benefit from more sustainable and affordable credit and savings options.	100	99 AMBER ↑	56	The capacity of the Credit Union, as well as a number of products, and information it offers has resulted in a lower take up than expected. The Council has chosen not to promote particular opportunities due to the wider context of Budget savings and staffing.

<b>Success Measures – the Council’s contribution to improvement</b>	<b>Outcome – that the Council is contributing to</b>	<b>Projection 2013/14</b>	<b>Result 2013/14</b>	<b>Result 2012/13</b>	<b>Comment</b>
Number of Council tenants joining the Credit Union	Helps Council tenants manage their money and pay their rent or bills promptly in a bid to prevent them falling into rent arrears and financial difficulties.	89	89 <b>GREEN</b> -	0	
Percentage of eviction warrants for rent arrears raised against Council tenants suspended due to support and financial assistance	Help Council tenants faced with eviction as a result of rent arrears exacerbated by debt with ongoing financial support and advice.	49%	77.13% <b>GREEN</b> ↑	49%	
Percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months.	Helps people maintain stability and security for their families, safeguard their health and well-being and prevent social exclusion, while reducing the costs associated with Bed & Breakfast and temporary accommodation.	35%	53.56% <b>GREEN</b> ↑	49.32%	

The detailed self-assessment can be found on [www.swansea.gov.uk](http://www.swansea.gov.uk)

#### **How does this compare with others in Wales?**

- Number of Council staff trained in welfare rights / benefits advice
  - o The table on the next page compares Swansea’s performance delivering Welfare Rights/Tackling Poverty training in comparison with 3 other Local Authorities who directly employ Welfare Rights Advisers.

Local Authority	Numbers of training courses	Number of people
Swansea	31	580
Denbighshire	14	407
Wrexham	12	190
Neath Port Talbot	5	133

- Number of Council staff making saving contributions to the Credit Union through payroll deduction
  - o The table below shows how the number of Swansea Council staff saving with Loans And Savings Abertawe (LASA) Credit Union via Payroll Deduction compares with other Credit Unions.

Credit Union	Number of LA Staff Saving Via Payroll Deduction
LASA	99
Cardiff & the Vale	1600*
Brecon & District	59
Torfaen & Monmouth	273

\* It should be noted that Cardiff & the Vale Credit Union was specifically set up as a savings scheme for Council staff.

- There are currently no national indicators available to compare performance for:
  - f) the number of Council tenants joining a Credit Union.
  - g) percentage of eviction warrants for rent arrears raised against council tenants suspended due to support and financial assistance.

However to help us continue to improve services, we are liaising with other housing organisations to share relevant information and data.

- Percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months:
  - o Whilst the Council has increased the percentage of households for whom homelessness was prevented for at least 6 months by 30% in the last three years, our result of **53.6%** for 2013/14 places us 18<sup>th</sup> out of 22 Council's in Wales.

- In terms of how Swansea compares against the Welsh average this information is yet to be published at the time of writing (July 2014). However in 2012/13 Swansea's result was 49.3% against a Welsh average of 62.6%. It is widely accepted that each Council interprets the guidance very differently, which makes meaningful comparisons difficult. However this year Swansea Council prevented homelessness for 6 months for a total of 1474 households, which is the highest the Council has ever achieved.



## **F. Improve Housing and Housing supply in order to increase the availability of good quality, affordable housing.**

### **Why this is an Improvement Objective**

There are key trends that have implications for the need to improve housing and housing supply, particularly affordable housing.

#### **1. Demographic changes<sup>2</sup>:**

- Swansea's population now stands at 239,600 (mid-2012) and has experienced eleven consecutive years of growth since 2001. The number of households in Swansea increased by around 9,000 (+10%) between 2001 and 2011, with the largest growth in single-person Households. These trends are expected to continue.

#### **2. Housing conditions:**

- Nationally, housing conditions are implicated in up to 50,000 deaths and around 0.5 million illnesses requiring medical attention each year across the UK. Poor housing conditions are suffered disproportionately by low income households and older persons.
- The improvement and modernisation of the Council's 13,600 houses and flats up to the Welsh Housing Quality Standard (WHQS) is a key policy aim of the Council. The WHQS represents a reasonable definition of quality for existing social housing and looks to improve not just the physical condition of homes but also the level of internal amenities, the wider environment in which the homes are located and how the stock is managed.

### **The Council's contribution towards improvement**

- There is not enough affordable housing in Swansea to meet demand and so providing more will meet this established need and contribute towards reducing homelessness and people having to continue to live in unsuitable and / or unaffordable accommodation.
- The Council wants to reduce the number of empty Council homes and make the best use of its housing stock and so that it is as fully occupied as possible.
- Reducing the number of empty Council homes is helped if tenants are able to sustain their tenancies, providing their families with more stability and cohesive communities in which to live.

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<sup>2</sup> Swansea Local Service Board (2013) *Strategic Needs Assessment*

## Improvement Objective F – Improve housing and housing supply in order to increase the availability of good quality, affordable housing

### Self-assessment

This Improvement Objective has been partially met, evidenced by the following:

<b>Success Measures – the Council’s contribution to improvement</b>	<b>Outcome – that the Council is contributing to</b>	<b>Projection 2013/14</b>	<b>Result 2013/14</b>	<b>Result 2012/13</b>	<b>Comment</b>
Number of void (empty) Council homes	To help meet housing need by ensuring the Council housing stock is as fully occupied as possible.	255	220 GREEN ↑	600	
Number of new affordable housing units provided	To help meet established need for affordable housing.	473	208 RED ↑	50	Although more affordable housing units were provided compared to 2012/13, the 2013/14 projection was not met due to the economic recession, construction activity and a reduction in Social Housing Grant. Further research is being undertaken into new models of delivery through different funding models
Percentage of tenants staying in their Council tenancy for more than 2 years.	To help make the best use of the Council housing stock and help tenants to sustain their tenancies and provide families with more sustainable and cohesive communities in which to live	77.5%	76.89% AMBER ↓	77%	During 2013/14 a large number of tenants moved into the private rented sector and abandoned their Council homes as a result of the impact from the welfare reforms. Work to help tenants to sustain their tenancies, such as financial advice and promoting property exchanges, will continue.

The detailed self-assessment can be found on [www.swansea.gov.uk](http://www.swansea.gov.uk)

### **How does this compare with others in Wales?**

- Number of empty (void) Council homes
  - National comparative data on the number of void Council homes is not available.
  - Although a number of Council's in Wales were contacted for benchmarking purposes, only three responded with information with some indicating that they no longer retain this information.
  - The information that was received showed voids levels at 1.67% (121 voids); 1% (60 voids) and 1.6% (59 voids). Swansea's result of 1.62% compares favourably with two of these; the Council with a 1% voids rate is a rural Authority and so this does not provide a very meaningful comparison. The other two Councils located in North Wales and the Vale of Glamorgan are likely to have differing issues of supply and demand as well as stock condition.
  
- Number of new affordable housing units provided
  - The lack of affordable housing is a national problem. The Authority are members of the Welsh Local Government Association Housing Strategy Network group where officers across Wales meet to share best practice and discuss issues around delivery of affordable housing units.
  - Comparison between authorities is difficult; there are numerous factors that affect the delivery of affordable housing units including the level of grant awarded to each authority, the relative needs and variations in regional economies.
  - The Council's Stronger & Safer Communities Scrutiny Board looked at the way the Council delivers new units of affordable housing. Cabinet agreed the Board's recommendations in November 2013; the action points are being implemented, e.g. actively exploring opportunities to develop affordable housing models with external organisations or partnerships.
  
- Tenants staying in their council tenancy for more than 2 years.
  - Nationally comparative data against which to benchmark against other Council's is not available.

## **G. Help people adopt and develop healthy and sustainable lifestyles in order to improve health.**

### **Why this is an Improvement Objective**

There are key trends that have implications for the need to help people adopt and develop healthy lifestyles in order to improve health.

#### **1. Premature Mortality<sup>3</sup>:**

- In line with the rest of the UK, there has been a downward trend in premature mortality (aged under 75 years) from all causes in Swansea. However, the rates of premature mortality in Swansea have remained above the Welsh average.

#### **2. Obesity:**

- In Swansea over one half of the adult population (57%) is reported to be overweight or obese, which has increased by 5 percentage points since 2003/04. In Swansea only 32% of people are eating the recommended daily quantity of fruit and vegetables.

#### **3. Physical activity:**

- Figures for 2011/12 indicate that the percentage of adults achieving the recommended levels of physical activity in Swansea (26%) remains behind the Wales average (29%) and is one of the bottom four local authority areas in Wales.

### **The Council's contribution towards improvement**

- In order to further promote healthier lifestyles, the Council would like to encourage more young people aged 11 to 16 to continue their physical or sporting activities outside of school in order to improve sustained participation in healthy activities.
- Likewise, increasing the % of children who can swim at age 11 means that, while they will be less likely to drown accidentally, they will also learn a life skill that will be fun and contribute towards a healthy lifestyle.
- At the other end of the spectrum, the Council would like to see more people referred to the Council's physical exercise programme by GPs to remain active after 12 months to demonstrate that they have adopted a healthier lifestyle.
- Increasing the number of growing spaces will encourage people to grow their own food to help deal with rising food prices, encourage self-sufficiency, provide a healthy activity and promote healthier eating.
- Increasing the % of school pupils who take up a free school lunch will assist learning and help secure pupils future well-being.

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<sup>3</sup> Swansea Local Service Board (2012) *Strategic Needs Assessment*

## Improvement Objective G – Help people adopt and develop healthy and sustainable lifestyle in order to improve health

### Self-assessment

This Improvement Objective has mainly been met, evidenced by the following:

Success Measures – <i>the Council's contribution to improvement</i>	Outcome – <i>that the Council is contributing to</i>	Projection 2013/14	Result 2013/14	Result 12/13	Comment
Percentage of 11 – 16 year old attending 20 or more extra-curricular physical or sporting activities during the year	To encourage more 11 to 16 year olds to continue their physical or sporting activities outside of the school curriculum in order to improve sustained participation and promote healthier lifestyles.	9%	6.12% RED ↓	9%	Primarily due to a reduction in the number of opportunities available caused by a shortage of delivery staff, which has now been resolved.
Percentage of Year 6 school pupils (age 11) involved in the schools swim programme who can swim to the required standard	Children will be safer nearer water and will learn a life skill that will be fun and contribute towards adopting a healthy lifestyle.	93%	88.72% AMBER ↑	87%	Missing the projection relates to lower than average performance from schools with high proportions of BME pupils and other hard to reach groups. Actions to address this next year include working more closely with the schools, parents and community groups to promote the importance of these lessons and reviewing options to try and increase more BME swimming opportunities.
Number of people referred by GPs still engaging in physical activity after 12 months and indicating that their health had improved +	To demonstrate that participants have adopted a healthier lifestyle.	53%	74.06% GREEN ↑	51%	

<b>Success Measures – the Council’s contribution to improvement</b>	<b>Outcome – that the Council is contributing to</b>	<b>Projection 2013/14</b>	<b>Result 2013/14</b>	<b>Result 12/13</b>	<b>Comment</b>
Number of sites used by the community to grow and produce food	To encourage people to grow their own healthy food in order to promote healthier eating, deal with rising food prices and help tackle poverty.	21	28 <b>GREEN</b> ↑	16	
Percentage of pupils who take up free school lunch a) primary schools	To assist learning and help secure the future well-being of pupils.	79%	No data.	77%	Data not available at the time of writing.
Percentage of pupils who take up free school lunch b) secondary schools		66%	63.44% <b>AMBER</b> ↓	64%	

The detailed self-assessment can be found on [www.swansea.gov.uk](http://www.swansea.gov.uk)

#### **How does this compare with others in Wales?**

- 11 – 16 year old attending 20 or more extra-curricular physical or sporting activities:
  - o Apart from the temporary dip in this year’s reported figure (6%) due mainly to a shortage of delivery staff, which has now been resolved; Swansea is usually on a par (Swansea result 2012/13 9%) with other metropolitan local authorities (2013/14 figures: Cardiff 9%, Wrexham 9%, Newport 13%, and Vale of Glamorgan 8%).
  - o For 2014/15 (reported in July 14) performance is projected to be back on track and higher at 11%. However, some local authorities have seen higher levels of performance during individual school terms. This will be discussed at the next Wales and Mid-West Regional Active Young People group to share best practice.

- Year 6 school pupils (age 11) who can swim to the required standard
  - The only comparative data available relates to the previous school year 2012/13; Swansea compares quite favourably featuring within the top third (7<sup>th</sup>) of performing local authorities, performing well above the national average of 74%.
  - When compared with other city authorities Swansea is the best performer (Cardiff 53%, Newport 65%).
  - Even though next year's result is expected to drop significantly (-8%) Swansea will still be ranked amongst the top performing authorities. However, this downward trend will need to be addressed throughout 2014/15 mainly through working more closely with schools with high proportions of black minority and ethnic pupils and other hard-to-reach groups.
  
- GP referral scheme
  - Although the GP referral scheme (NERS) is a national scheme the percentage of clients still active after 12 months is not currently available for comparison.
  - However, in terms of scheme delivery Swansea compares well with other local authorities. For example Swansea is ranked 3<sup>rd</sup> out of 22 local authorities for generating referrals from health practitioners to the scheme (Swansea 2,091, Wales Average 1,424). The number of referrals then completing the 16 week scheme (569) places Swansea within the top quartile (ranked 5<sup>th</sup>) and as a percentage of total referrals (27%) is on a par with Cardiff (27%) and the Welsh average (28%). The Swansea service is part of the national exercise referral co-ordinators group where best practice is discussed and shared.
  
- Growing spaces
  - Whilst no formal benchmarking exercise has been undertaken, Swansea is developing a reputation nationally as a Local Authority that is progressive and leading the field in the development of best practice around 'community growing'.
  - To our knowledge, no other Local Authority has made funding available, or has a dedicated team of officers working on the development of new growing spaces.
  - During the year a visit was requested by colleagues in Welsh Government, who were considering a change in legislation around the provision of allotments and land made available for community growing. The visit was extremely successful and significantly informed discussions in central government. This led to a further visit by the Minister for Culture and Sport to the Vetch Community Garden, to hear about how the project was developed and about its impact on the community involved.
  
- Free school meals
  - Although latest figures are not available the last available figures for 2012/13 showed that 26% of those entitled to free school meals in Swansea had breakfast compared to the Welsh average of 23.5%.
  - We are awaiting the 2013/14 percentage of free school meal lunch primary and secondary schools, past figures show a 3% increase in Primary Schools 2011/12 to 2012/13 and a 2 % increase in Secondary Schools 2011/12 to 2012/2013.

## H. People are safe, well and supported to live independently (Adult Services)

### Why this is an Improvement Objective

There are key changes to demographic trends and people's expectations of social care that have implications for changing the provision of adult social care services.

#### 1. Changing needs:

- The pressure on social care resources is increasing and is likely to increase further as the effects of an ageing and increasingly frail population take hold.
- Coupled with these demographic changes are reductions in public finances while, at the same time, the costs and expectations of people needing social care are also increasing.
- This means there will be a greater need for responsive and prompt services tailored to meet people's needs and preferences. There will also be a requirement to see a continued improvement in the balance of care towards supporting people to be independent.
- This shift towards increased independence fits with the national context, espoused by documents such as Sustainable Social Services and the *Social Services and Well-being (Wales) Bill*, as well as by regional initiatives, such as the Intermediate Care Services model currently being developed by Western Bay partners.

#### 2. The Council's contribution towards improvement<sup>4</sup>:

- Both locally and nationally, in order for social care services to be sustainable, there is a realisation that 'things have to be done differently' and a more creative and innovative approach is needed to the delivery of services.
- In line with this, the Council is looking at developing a number of models of service delivery away from the more traditional forms of residential and nursing care. The Council, for example, has introduced services focused on reablement and rehabilitation, developed so that people can remain independent and within their communities for as long as possible.
- The Council, too, is working with partners in Western Bay to develop rapid response intermediate care services. Joint working with health partners has already been introduced with the pilot Integrated Gower Care Team (IGCT). This joint initiative, commenced in October 2013, sees social care and health professionals from both Swansea Council's Social Services and the ABMU Health Board work together to provide care and support to Gower residents.
- Adult Social Services has also focused on encouraging the uptake and development of effective community resources to support older people. Such services are often universal (i.e. do not require an assessment to participate).

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<sup>4</sup> Swansea Local Service Board (2013) *Strategic Needs Assessment*



## Improvement Objective H – People are safe, well and supported to live independently (Adult Services)

### Self-assessment

This Improvement Objective has mainly been met, evidenced by the following:

Success Measures – <i>the Council's contribution to improvement</i>	Outcome – <i>that the Council is contributing to</i>	Projection 2013/14	Result 2013/14	Result 2012/13	Comment
Percentage of cases where the risk (safeguarding vulnerable adults) has been managed	To foster collective responsibility for safeguarding across all staff and increase resilience to cope with increased demands from an ageing population.	92%	93.29% <b>GREEN</b> ↑	92%	
Percentage of people supported to be independent	To promote the independence, safety and dignity of service users	87%	83.99% <b>AMBER</b> ↑	83.3%	This is the first full year where equipment services have been assessed on the basis of eligibility. As a result, fewer people received community-based services and this affected the result. We will continue to bear down on reducing residential care and putting more people through the reablement service will enable more people to live independently at home.
Percentage of clients returning home following reablement	To reduce the need for admission to hospital and residential care, improving outcomes for clients and reducing costs.	See comment	53.90%	N/A	This was a new measure in 2013/14 and so no projections were provided.

<b>Success Measures – the Council’s contribution to improvement</b>	<b>Outcome – that the Council is contributing to</b>	<b>Projection 2013/14</b>	<b>Result 2013/14</b>	<b>Result 2012/13</b>	<b>Comment</b>
Average number of working days taken from completion of the care plan to the installation of aids / equipment	To provide high quality person centred care and better outcomes for service users that is also more financially sustainable than long-term residential care.	7 days	7.29 days <b>AMBER</b> ↑	7.32 days	Performance is amongst the best seen in recent years, despite the service being affected by the emphasis on larger & critical items of equipment (e.g. specialist beds). These reduce the ability to deliver smaller items of equipment.

The detailed self-assessment can be found on [www.swansea.gov.uk](http://www.swansea.gov.uk)

#### How does this compare with others in Wales?

- Percentage of cases where the risk (safeguarding vulnerable adults) has been managed
  - o We have performed strongly this year in terms of safeguarding and managing risk: our end of year result was 93.29 per cent, up slightly from 2012/13 (92 per cent).
  - o Comparative national data for 2013/14 is not yet available. The data from 2012/13 shows Swansea ranked 13<sup>th</sup> out of the 22 authorities for managing risk.
  - o Our performance must be viewed in the context that 100 per cent is not always attainable: there will be situations where a capacitated adult must be able to make their own choices around risk.
  
- Percentage of people supported to be independent
  - o The City and County of Swansea has a good record of supporting adults under the age of 65 in the community: the indicator that measures this shows excellent performance for 2013/14 (97.4%) while the 2012/2013 result was the second best in Wales.
  - o For those aged over 65, there has already been an impact on the overall rate of services provided as a consequence of the increase in frail older people. This is also the first full year where equipment services have been assessed on the basis of eligibility. As a result, fewer people received community-based services and this affected the result.
  - o Overall, the national picture based on the available comparative data (2012-13) indicates that Swansea’s performance for supporting all people in the community is mid-table and close to the Welsh average

- Percentage of clients returning home following reablement
- Average number of working days taken from completion of the care plan to the installation of aids / equipment
  - o The indicators for reablement and equipment are Swansea-specific there is no national comparative data.

## **I - Minimise waste and increase recycling through promotion, working with others and by targeting low participating areas**

### **Why this is an Improvement Objective**

There are key issues that have implications for the need to help people recycle more of their waste.

#### **1. National Waste Strategy:**

- Local Authorities are facing significant legislative and policy measures including the imposition of recycling and composting targets and associated taxes and fines for not meeting them. Statutory targets for increasing the amount of municipal waste that is recycled or composted was 52% in 2013/14; this will rise to 58% by 2015/16
- Landfill capacity is running out and the UK landfill tax is also set to increase by £8 per tonne until 2014 equalising the cost of landfill and alternatives; in time, this will make landfill more expensive than alternative disposal methods.

#### **2. Local and national performance:**

- The Council's performance increasing recycling has improved steadily over the last few years. However, when compared to other Local Authorities in Wales, Swansea's performance has been below the Welsh average; the Council was placed 20<sup>th</sup> in Wales in 2012/13.
- The Council's service development strategy for Waste spans 15 years to show how the higher rate of 70% recycling will be met by 2025.
- Prior to August, the Council's main landfill site at Tir John, along with other recycling centres in the City were managed by Swansea Waste Disposal Company, an arm's length company of the Council.
- However, since August the Council has become directly responsible for these services. This gives the Council more flexibility to develop and improve its recycling services, increase the potential for achieving national recycling targets and tough landfill allowances by bringing the waste services in-house.

### **The Council's contribution towards improvement**

- The Council has been encouraging people to recycle, reuse and reduce their household waste.
- The Council has undertaken a number of initiatives to try and help facilitate this and it has been successful in achieving year on year increases in the recycling rate and reducing the amount of waste sent to landfill.
- However, meeting the statutory targets has proved challenging and more work will be needed in order to meet the statutory targets within the timescales.

## Improvement Objective I – Minimise waste and increase recycling through promotion, working with others and by targeting low participating areas

### Self-assessment

This Improvement Objective has been met, evidenced by the following:

Success Measures – <i>the Council's contribution to improvement</i>	Outcome – <i>that the Council is contributing to</i>	Projection 2013/14	Result 2013/14	Result 2012/13	Comment
Percentage of reported fly tipping incidents cleared within 5 working days	Improving arrangements for collecting and recycling waste should have a beneficial impact on reducing the incidents of fly tipping and should improve the speed with which incidents are dealt with.	92%	94.32% GREEN ↑	86.08%	
Percentage of municipal waste being re-used, recycled and composted	To meet Welsh Government waste targets, avoid financial penalties and help contribute towards protecting finite resources	52%	53.30% GREEN ↑	47.94%	
Percentage of municipal waste sent to landfill		48%	45.13% GREEN ↑	49.71%	

The detailed self-assessment can be found on [www.swansea.gov.uk](http://www.swansea.gov.uk)

## How does this compare with others in Wales?

- The overall reuse, recycling and composting rate achieved for 2013/14 was 52.8%, which ensured that the authority met the statutory target of 52% set by Welsh Government.
- Our dry recycling rate of 35.4% is up from 31% in 2013/14. Our composting rate of 17.14% was slightly up on 2013/14 but was affected by the poor weather, which affects green/garden waste tonnages.
- Provisional figures published showing results for the 22 Welsh authorities for 2013/14 place Swansea in 12<sup>th</sup> place for dry recycling and 13<sup>th</sup> place for composting and places Swansea in the 3<sup>rd</sup> quartile overall.
- The average overall recycling/composting/reuse figure achieved by Welsh authorities in 2013/14 was 55% whilst the average composting and dry recycling rates were 18.9% and 34.2% respectively.
- The Authority continually networks with other Councils to identify and good working practices and have also hosted a number of Authorities keen to learn from us in relation to setting up and running the 'reuse shop' that sells items that can be re-used.
- We are currently reviewing the waste returns from other authorities to try and establish where good economic performance in terms of capture rates are being achieved and intend during 2014/15 to liaise with the top performing authorities to boost our performance.
- The survey of the Household Waste Recycling Centre's undertaken in conjunction with WRAP<sup>5</sup> sought to identify good working practices utilised by other Authorities and how they could be incorporated in to the running of our sites. This has resulted in a number of changes including the introduction of Meet and Greet Officers, additional training of staff new signage and improved site layouts.

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<sup>5</sup> WRAP is a not-for-profit company backed by government funding from England, Northern Ireland, Scotland and Wales. They work with businesses and individuals to help them reap the benefits of reducing waste, develop sustainable products and use resources in an efficient way.

## **Part 3 – Working in partnership with others in 2013/14**

The Council will always seek to collaborate with other Welsh Councils and partners in order to improve services, share information, take advantage of expertise and / or provide efficiencies and cost savings.

The Council is collaborating with others across a wide range of services and so this list is not exhaustive; however, the following represent the key partnerships:

### **Waste Management**

#### **How has the Council exercised its powers and what are the intended outcomes?**

We are collaborating with Pembroke, Carmarthen, Neath Port Talbot and Bridgend for the provision of a regional food waste treatment plant.

This will result in a cost efficient solution and provide the region's food waste disposal needs for the next 25 years.

#### **What progress have we made towards the intended outcomes?**

The latest position is as follows:

- Anaerobic Digestion (Food Waste) Procurement
  - § Unfortunately the Preferred Bidder has withdrawn from the procurement process; however the 5 Authorities are now exploring options for a regional framework contract.
- Residual Waste Procurement
  - § Procurement is on hold pending authorisation from Regional Project Board to proceed on a seven authority basis (incl. Ceredigion and Powys – CWWP). The benefits over costs of CWWP joining have been shown to be marginal and therefore inconclusive.
  - § The next procurement stage involves the production of an outline business case for submission to Welsh Government.

### **Education – School Improvement Services**

#### **How has the Council exercised its powers and what are the intended outcomes?**

The collaboration on the delivery of School Improvement Services through the South West and Mid-Wales regional consortium – made up of Carmarthenshire, Ceredigion, Neath Port-Talbot, Pembrokeshire, Powys and Swansea – continues to be developed.

#### **What progress have we made towards the intended outcomes?**

The Regional Support, Challenge and Intervention Framework (RSCIF) continue to operate across the region, providing a consistent approach to categorising schools and providing challenge and support to help improvements.

### **Economic Regeneration & Planning – City Region**

#### **How has the Council exercised its powers and what are the intended outcomes?**

The Swansea Bay City Region encompasses the four local authority areas of Neath Port Talbot, Swansea, Carmarthenshire and Pembrokeshire.

The region brings together business, local government and a range of other partners, working to a common goal of creating economic prosperity for the people who live and work in the City Region

The City Region Board has now been formally established and provides strategic guidance for the ongoing collaboration between the four local authorities in South West Wales, the private sector, and Higher/Further Education.

The regional economic strategy has been formally adopted by each authority, demonstrating the commitment to focussing on regional priorities, joint working and delivery.

#### **What progress have we made towards the intended outcomes?**

The development of the strategic aims within the strategy has been led by the authorities on behalf of the region.

Ongoing partner engagement has helped identify many project ideas for transformational action to stimulate economic growth and job creation.

The process of project prioritisation has also commenced, which will allow resources to be targeted onto interventions that support the region's future prosperity.

### **Transportation**

#### **How has the Council exercised its powers and what are the intended outcomes?**

From 1<sup>st</sup> April 2014 Welsh Government funding for bus services has been changed and a new Grant, the Bus Service Support Grant has been introduced.

This grant is paid to Swansea on behalf of the South West Wales Transport Forum. The 4 Councils which make up the Forum have worked together to develop and implement the new scheme to support public transport services across the region.

There is also close collaboration with Neath Port Talbot Council and the University on improving transport links to the Second University Campus opening in 2015.

#### **What progress have we made towards the intended outcomes?**

A Regional network strategy for public transport was submitted to the Welsh Government in January 2014 and this was used (in conjunction with the other three regional strategies across Wales) to inform the work of the Bus Policy Advisory Group set up by the Minister for the Economy, Science and Transport.

A joint Local Transport Plan is being prepared by Swansea, Neath Port Talbot, Carmarthenshire and Pembrokeshire Councils setting out the key transport issues and priorities for delivery for the period 2015/20. The plan must be submitted to the Welsh Government in January 2015.

### **Deliver Welsh Government Houses to Homes Empty property loan fund**

#### **How has the Council exercised its powers and what are the intended outcomes?**

Swansea Council has worked with Neath Port Talbot and Bridgend Councils to establish a loan fund for applicants wanting to repair or convert empty properties into homes.



The intended outcomes are to:

- § Increase the supply of affordable homes for rent or sale.
- § Reduce the number of empty and/or dilapidated empty properties.
- § Create a recyclable loan fund. When paid back, money can be used again for more loans.

### **What progress have we made towards the intended outcomes?**

Welsh Government funds have been utilised to issue 20 loans to the owners of empty properties in Swansea with two being repaid so far.

## **Western Bay Health and Social Care Programme**

### **How has the Council exercised its powers and what are the intended outcomes?**

During 2013/14 the Western Bay Health and Social Care (WBHSC) Programme, which is a collaborative programme bringing together the City & County of Swansea, Neath Port Talbot County Borough Council, Bridgend County Borough Council and the Abertawe Bro Morgannwg University Health Board, continued to make progress, following its establishment in 2012.

The main focus for the WBHSC Programme during 2013/14 was to:

- test and review the case for collaborative working through the development of joint business cases and reviews;
- establish the required systems and support mechanisms to facilitate the efficient running of the Western Bay Programme, and;
- review the governance of the programme.

The Western Bay programme has a number of project work streams including Children Services – Adoption, Adult Learning Disability Services, Adult Mental Health, Community Services (Older People) and a cross-cutting project focused on Contracting and Procurement Services.

There are also several other work streams alongside the main transformation programme, involving the same partner agencies; these include, Integrated Family Support Services, Safeguarding for Adults and Children, Supporting People and Substance Misuse.

Swansea Council is the host organisation for the Programme, providing programme management and the financial lead on behalf of the partners in relation to Welsh Government grant funding.

This programme of joint working should lead to better outcomes for citizens through the sharing of best practice, better use of resources and delivering savings, improved commissioning of specialist services and innovative practice.

### **What progress have we made towards the intended outcomes?**

Considerable progress has been made across the Western Bay Health and Social Care Programme in 2013/14 with the support of external funding and as a result of high level commitment to the Programme.

A launch event was organised, which took place on 2<sup>nd</sup> July, 2013 in the Liberty Stadium in Swansea.

A Memorandum of Understanding (MOU) was agreed among the partners concerning finance and a further agreement underpins human resources issues associated with the Programme.

An independent review of governance was commissioned and completed (by the Institute of Public Care).

Preparations for the impact of the implementation of the *Social Care and Wellbeing Act (Wales)* on the region are being planned and agreed.

Among the partners, project sponsor, lead and project management roles have been shared across the collaborative.

The *Learning Disability (LD) Project* aims to improve the cost effectiveness of care and support for people with a LD for whom the Western Bay partners are responsible for assessing or providing/funding services. The outcomes associated with the LD project include ensuring each person with a learning disability has the care and support that reflects his or her needs based on a single joint plan that includes health and social care requirements.

The *Mental Health Project* aims to respond to:

- the increase in demand for mental health services across the region;
- scarce financial and staffing resources, and;
- a greater complexity of need against the need to manage prevention and wellbeing.

The *Community Services project* is a significant part of the Western Bay Programme (formerly older people services) and aims to support older people remain independent and keep well. Its focus is to:

- ensure that more people are cared for at home, with shorter stays in hospital;
- the provision of services on a 7 day basis and more joined up services around the needs of the individual;
- less duplication of service provision between health and social care agencies.

In the context of the national adoption service being implemented, the three Local Authorities have agreed to collaborate to deliver a regional adoption service.

A *Contracting and Procurement Project* has also progressed as a cross-cutting work stream. This is in recognition of the need to establish and embed a sustainable, efficient and cost effective contract and procurement process for health and social care underpinning the priority projects outlined above.

## **Regional Safeguarding**

### **How has the Council exercised its powers and what are the intended outcomes?**

The new *Social Services and Wellbeing (Wales) Act* is continuing to drive improvements by ensuring that the full range of public services share their responsibility to safeguard and protect the most vulnerable children and adults.

Western Bay Safeguarding Adults and Children Boards are working effectively together in order to protect vulnerable adults and children, to prevent abuse and neglect, and to promote health and wellbeing.

A Corporate Safeguarding policy has been developed to support the continuous improvement of outcomes at a local level by involving all Council services.

**What progress have we made towards the intended outcomes?**

By developing and launching the new Western Bay Safeguarding Boards, Swansea is moving into regional governance arrangements.

This will support our work to develop a more consistent approach ensuring that vulnerable people have the best possible life, free from abuse, neglect, emotional harm and exploitation.

**Adult Social Services**

**How has the Council exercised its powers and what are the intended outcomes?**

As part of the joint commitment by Western Bay (Delivering Improved Community Services, September 2013), the development of intermediate care services is a priority over the next 3 years and the subject of a business case signed off by all organisations in March 2014.

**What progress have we made towards the intended outcomes?**

The Intermediate Care Fund is providing significant investment for year 1 of the business case implementation; each of the partners has signed up to a Statement of Intent.

A component of this funding is being used to improve the integration of health and social care and to develop 'operational hubs' in which health and social care staff are co-located.

This is expected to build relationships and blur organisational or service boundaries, reduce bureaucracy and create a more responsive, flexible and appropriate service for clients.

All community and hospital health and social care referrals will have a common access point for services in Swansea. This means there will be a single integrated referral and assessment process for older people, which will enable prompt triage, appropriate allocation of work and ongoing management of complex care.

**Child and Family Services**

**How has the Council exercised its powers and what are the intended outcomes?**

Swansea Council is collaborating through the 4Cs Consortium and in supporting an Intensive Family Support Services.

This helps ensure that a wider range of services, opportunities and family support is available to support children with complex needs and their families and to ensure high quality and lower cost placements.

Improvements in how we work directly with children and families are being achieved. By using *Signs of Safety*<sup>6</sup> (SOS) across the whole service very detailed work is taking place by engaging with children and family networks.

A rich picture of the dangers and concerns is built and together we map the changes the family need in order to put in place a safety plan for each child and to achieve positive outcomes.

**What progress have we made towards the intended outcomes?**

We are increasing the number of children with complex needs supported to live in or close to Swansea. This helps to ensure that children have access to the best possible services.

We are achieving better outcomes by matching and placing more children with adoptive parents and within supportive foster families, trained and supported by *Foster Swansea* (Swansea Council's fostering service).

Swansea is the first local authority in Wales to implement SOS. Our approach is based on evidence of what we know works well in complex child protection case work. Already over 500 professionals, including all child social workers, have now received training in SOS and solutions focused planning.

Swansea recently shared this journey at an International gathering. There is widespread interest from other children's services in how we have successfully reached this point and our plans to achieve the next phase implementation of SOS.

**Legal**

**How has the Council exercised its powers and what are the intended outcomes?**

The Shared Legal Service is continuing to develop.

A Regional Legal Team has been established with the aim of preventing work being sent to the private sector and developing in-house expertise.

The Team has also secured funding for Trainee Solicitors and a "legal portal" over which confidential documents can be shared.

**What progress have we made towards the intended outcomes?**

The intention to reduce work being sent to the private sector and developing in-house expertise is underway.

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<sup>6</sup> Signs of Safety is an approach to keeping children safe by identifying solutions within the resources of the child and those caring for the child.

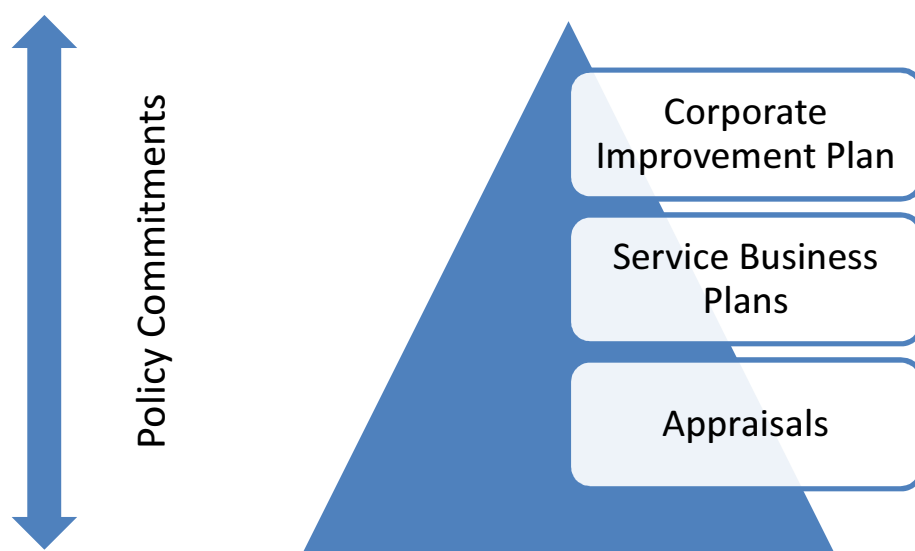
## Part 4 – Performance Information and its use

### Introduction

The City & County of Swansea local authority delivers a wide range of services to the people of Swansea. The Council has to plan what services it will deliver within the available resources. The Council has to ensure that its services meet the needs and aspirations of the people of Swansea and that they are effective and provide value for money.

### Strategic Plans and Improvement

The Council's corporate planning and improvement framework is set out in the diagram below.



The Council adopted its **Policy Commitments** at Council on the 26<sup>th</sup> July 2012. The Policy Commitments are the key policy pledges that the Council has identified for delivery during this electoral cycle.

The Council consults and engages with the people of Swansea and with other stakeholders to help decide its priorities for improvement (called **Improvement Objectives**), which then appear within the **Corporate Improvement Plan (CIP)**.

This Annual Review of Performance describes the Council's performance delivering its CIP *Standing Up for a Better Swansea* for 2013/14.

The CIP is adopted by Council and assessed through the Council's scrutiny arrangements.

The delivery of the CIP is monitored through the Council's corporate improvement arrangements.

The CIP also seeks to demonstrate the Council's contribution delivering the Council's Policy Commitments that relate to the need to make improvement and also to the relevant challenges set out within the **One Swansea Plan**.

The Council works with its partners through the Local Service Board every 4 years to determine what the collective priorities for the whole of the people of Swansea are. These joint priorities are published within a 'Single Integrated Plan', known as the *One Swansea Plan*, which is then delivered, monitored and updated together with partners.

**Table 1 – interdependencies between the One Swansea Plan, the Council’s Policy Commitments and the Corporate Improvement Plan 2013-17**

One Swansea Plan		Corporate Improvement Plan 2013-17	
Population Outcome	Shared Challenge	Policy Commitments	Improvement Objective
3. Children Have a Good Start in Life	1. Low Birth Weight 2. Domestic Abuse 3. School Readiness	Para 6 - Standing up for a city of learning – A flying Healthy Start For All Our Children.  Para 9 - Standing Up for High Quality Health and Social Services – Prevention, Not Failure	<ul style="list-style-type: none"> <li>• Provide support for children in the early years in Swansea so that they are ready for learning and make developmental progress.</li> <li>• People are Safe, Well and supported to live independently (Child &amp; Family)</li> </ul>
B. People Learn Successfully	1. School Attendance 2. School Achievement 3. Adult Qualifications	Para 6 - Standing up for a city of learning – Ambitious for Swansea	<ul style="list-style-type: none"> <li>• To support improvement to school attendance and attainment of all learners aged 3 – 19 years so that each can achieve their potential</li> </ul>
C. Young People and Adults Have Good Jobs	1. Youth Unemployment 2. Economic Inactivity 3. Average Earnings 4. Economic Performance	Para 7 - Standing Up for Jobs and Regeneration	<ul style="list-style-type: none"> <li>• Develop partnerships, skills and infrastructure in order to attract and grow a knowledge based economy creating jobs grounded in key sectors.</li> </ul>

One Swansea Plan		Corporate Improvement Plan 2013-17	
Population Outcome	Shared Challenge	Policy Commitments	Improvement Objective
D. People Have a Decent Standard of Living	<ol style="list-style-type: none"> <li>1. Child Poverty</li> <li>2. Household Income</li> <li>3. Personal Debt</li> </ol>	Para 7 - Standing Up for Jobs and Regeneration – Regeneration & Anti-Poverty	<ul style="list-style-type: none"> <li>• Promote affordable credit and savings options and help people maximise their income and entitlements</li> </ul>
E. People are Healthy, Safe and Independent	<ol style="list-style-type: none"> <li>1. Preventable Early Deaths</li> <li>2. Life Expectancy</li> <li>3. Older Peoples' Independence</li> <li>4. Crime</li> </ol>	<p>Para 11 - Standing Up for the Best in the Arts, Culture &amp; Sport – City of Sport</p> <p>Para 13 - Standing Up for a Better Environment and Better Planning – Value our Parks and Open Spaces</p> <p>Para 9 - Standing Up for High Quality Health and Social Services – Prevention, Not Failure</p>	<ul style="list-style-type: none"> <li>• Help people adopt and develop healthy and sustainable lifestyles in order to improve health.</li> <li>• People are Safe, Well and supported to live independently (Adult Services)</li> </ul>
F. People Have Good Places to Live and Work	<ol style="list-style-type: none"> <li>1. Public Transport</li> <li>2. Carbon Emissions</li> <li>3. Water Quality</li> <li>4. Housing Quality</li> </ol>	<p>Para 10 - Standing Up for Better Housing</p> <p>Para 13 - Standing Up for a Better Environment and Better Planning</p>	<ul style="list-style-type: none"> <li>• Improve Housing and Housing supply in order to increase the availability of good quality, affordable housing.</li> <li>• Minimise waste and increase recycling through promotion, working with others and by targeting low participating areas</li> </ul>

Work continued in 2013/14 to refine the CIP and its associated performance measures and to embed the new plan into the Council's performance management and improvement arrangements.

The CIP was updated for 2014/15 and can be found by clicking on the link here:  
<http://www.swansea.gov.uk/index.cfm?articleid=50884>.

Each service within the Council produces a 4 year **Service Business Plan**. Each plan is reviewed annually and describes how Council services will deliver their own objectives and contribute towards meeting the priorities contained within the CIP and Policy Commitments.

The Business Plans link together service, financial and workforce planning and allow services to be planned within the framework of broader duties, such as ensuring services are delivered equally and equitably and are sustainable.

The Council is subject to the **National Performance Improvement Framework**. This framework sees the Welsh Government and Welsh Local Government Association set statutory **performance measures**, which all Council's in Wales must report on. A summary of the Council's performance against national performance measures is included further below.

Work started on a review of the Council's performance and improvement arrangements in 2013. The review is aimed at producing a performance and improvement framework that is simpler, easier and better. This will continue during 2014/15 culminating in a new single corporate plan in 2015/16.

### **Managing risks**

Delivering such a wide range of diverse services often within regulatory frameworks at a time when finances and resources are under considerable strain means that Councils are increasingly dealing with uncertainty and managing change.

At the same time, Councils are under increasing pressure to deliver better services in new and innovative ways.

All of this attracts **risk** (and opportunities) which need to be effectively managed and controlled.

Risk is managed at different levels within the Council. Risk is managed within individual projects. Service, departmental and corporate risks are managed through service, departmental and corporate risk registers.

Risks that affect the community as a whole, such as flood risks, are identified and managed collectively by the Council and its partners through their resilience arrangements.

Information, in whatever form, is a valuable asset to the Council and it is important that all our information risks are managed effectively. This will include details of the risks and opportunities associated with information sharing, information management, internet use and the office.

### **Monitoring and scrutinising performance**

It is important that the delivery of the Council's plans and its services are monitored for effectiveness.



The Council monitors and reports performance of services against agreed targets on a quarterly and annual basis at Cabinet and Scrutiny. This provides opportunities to look at any problems and to put them right and also to inform decisions on spending and how other resources are allocated.

The Council also consults and engages with the people of Swansea and others on how they view the services provided by the Council. Complaints and compliments from the public and service users are also a source of information used to improve services.

Scrutiny allows non-executive Members to hold the Council's executive to account for decisions that have been made and for the performance of Council services.

Scrutiny acts as a 'critical friend' to the Cabinet and other decision makers within the Council in order to promote better services, policies and decisions.

In Swansea the scrutiny function is managed by a single Scrutiny Programme Committee that allocates work to three types of informal task and finish group:

- Inquiry Panels: These undertake in depth investigations into policy or service areas. Inquiries in 2013/14 included; Wellbeing in Schools, Economic Inactivity, Inward Investment, Public Engagement and Street Services.
- Performance Panels: These provide ongoing monitoring and challenge of performance. There are currently four of this type of panel; schools; wellbeing; service improvement and finance; and Local Service Board.
- Working Groups: These are one off, short pieces of work usually requiring no more than one or two meetings. Recent topics include; Planning; Parks Service; Historic Buildings; and Social Housing Waiting Lists

Updates about the work of scrutiny, including details of forthcoming meetings, are provided via the dedicated website: [www.swanseascrutiny.co.uk/](http://www.swanseascrutiny.co.uk/)

Scrutiny produces an annual report every year. This report is produced in a results scorecard format and provides a range of metrics used to track the amount, quality and outcomes of the Council's scrutiny work.

The report for 2013/14 will be available at: [www.swansea.gov.uk/scrutinylibrary](http://www.swansea.gov.uk/scrutinylibrary) from August 2014.

In January 2014 a workshop of scrutiny councillors was held to review the effectiveness of the current arrangements and consider the lessons learnt from participation in the Wales Audit Office's National Study into Scrutiny Effectiveness.

From this workshop five improvement themes for scrutiny were identified and reported through the annual report. These were:

- Managing the Workload
- Preparing for Meetings
- Identifying Members' Skills
- Public Engagement
- Reviewing Progress

## **Equality and Diversity**

The Council is committed to treating people fairly and according to their needs in all its services.

The implementation of new legislation (Equality Act 2010, Welsh Regulations 2011 and Welsh Language Measure 2011) has provided a further focus for the Council in its work on equality and diversity and achieving improvements and outcomes for staff and customers.

2013/14 has seen the following outcomes and work undertaken:

- The first annual review of our Strategic Equality Plan (2012-16), which sets out the progress made against each of our equality objectives. Whilst this is a legal requirement, it gives us the opportunity to further our commitment to equality and fairness as an organisation.
- In partnership with South Wales Police, we continue to co-ordinate and further develop the Council's engagement with Swansea's Black and Minority Ethnic (BME) and Lesbian, Gay, Bi-sexual and Transgender (LGBT) communities via our BME and LGBT Forums.
- The annual review of our Welsh Language Scheme and the first annual report on *More Than Just Words* (the Welsh Government's Strategic Framework for Welsh Language Services In Health, Social Services and Social Care) produced. With Schemes being replaced next year, proposed standards were widely discussed and responses made to the Welsh Government and the Welsh Language Commissioner.
- Scrutiny undertook an inquiry into Public engagement across the authority. This information and recommendation from the inquiry will be used to develop and new Consultation and Engagement strategy within 2014/15.
- The Equalities Committee completed an annual work plan of departmental visits, and the work of our Member Equality Champions has continued.
- Following the launch of the Third Phase of the Strategy for Older People in Wales and the Council's formal endorsement of the principles of the Dublin Declaration of Age Friendly Cities, a mapping exercise has been undertaken to identify common themes and align these with local priorities. Work is underway with internal departments and external partners to formulate a delivery plan for Swansea.

The Council's Equality Impact Assessment process is used to consider the impact of any initiative on different groups. It has been extended to incorporate other issues such as carers, community cohesion, consultation and poverty.

Work has also begun on integrating the requirements of the United Nations Convention on the Rights of the Child (UNCRC) into the process. The process is also used to assess the equality impacts of the Council's budget.

## **Sustainable Development**

The City and County of Swansea is committed to developing and supporting a community that is based on sustainable development.

The Council defines sustainable development as: ***“development that meets the needs of the present without compromising the ability of future generations to meet their own needs”***.

Sustainable development has been adopted as the Council’s central organising principle underpinning the planning and delivery of services.

In 2013/14 the Council continued to work closely with the Welsh Local Government Association as its Model Authority for Sustainable Development. Work focused on embedding sustainable governance principles throughout the organisation with particular emphasis on leadership training for members and senior officers.

*Sustainable Swansea –Fit for the Future* is a three year programme launched in November 2013, which demonstrates how sustainable principles are explicitly shaping the Council’s response to the challenges facing local government. Collaboration, citizen engagement, prevention and a focus on the long term are fundamental to this evidence based approach which takes into account social, economic and environmental factors.

In July 2014, the *Wellbeing for Future Generations (Wales) Bill* was laid before the National Assembly for Wales. The City and County of Swansea has committed to becoming an ‘Early Adopter’ of the act, further integrating and reporting on how sustainable governance principles are embedded into its operation.

Each year the Council publishes a Sustainable Development Report providing public accountability for sustainable development and a tangible measure of the effectiveness of the Council’s Sustainable development Policy. In 2013/14 performance has improved in the majority of the Report’s seven key priority areas, although in some areas there has been a decline.

Further information can be found at [www.swansea.gov.uk/sustainabledevelopmentreporting](http://www.swansea.gov.uk/sustainabledevelopmentreporting) .

In 2013/14 investment in energy efficiency measures for building and homes alongside efforts to reduce energy consumption resulted in reduced fuel costs and a decrease in carbon emissions.

There has been an increase in the amount of waste recycled and decrease in that sent to landfill.

Work is on target to create a new Local Nature Reserve at Garth Farm and Cwmdonkin Park achieved Green Flag status.

Social Services are responding to the challenge of an aging population by investing in preventative measures and working with residents to enable them to remain independent in their homes for longer.

The percentage of women in management roles has risen and number of working days lost to sickness absence has fallen.

Procurement Services actively supports local businesses build their capacity and recognise opportunities to supply the Council.

### **A focused and corporate approach to Improvement work**

The Council has developed a bespoke and corporate approach to improving performance in areas where significant improvements are required. The approach was developed as part of the Council's successful response to improvements that were required to Child & Family Services.

It involves establishing a corporate improvement board led by the Chief Executive and relevant members of the senior management team supported by expertise from across the Council. This provides effective executive governance, control and oversight to the improvement work.

The corporate improvement board is mirrored by a political leadership board chaired by the Council Leader with membership drawn from relevant Cabinet Members and committee / scrutiny chairs plus senior management and corporate officers. This Board provides the political leadership and steer to the Council's response to the issues that need to be dealt with.

A project team led by the relevant service will implement an agreed improvement action plan with corporate support, which will usually include a focus on performance, consultation with users and stakeholders and comparing services to others in Wales and across the UK.

In addition, the relevant Scrutiny Board acts as a 'critical friend' to provide challenge to executive decisions relating to the Council's response to improvement.

The improvement work will usually conclude with a report to Council setting out recommendations for improvement.

The Council used this approach to respond to a statutory recommendation from the Wales Audit Office concerning the Council's Planning Committee arrangements and, more recently, to respond to Estyn's recommendations as a result of their inspection of the Local Education Authority in 2013.

- *Education – Estyn Inspection of Local Education Authority 2013*

There has been good progress on all Recommendations.

The Chief Executive set up an Improvement Board to act on issues highlighted by the Estyn inspection of the Local Education Authority. The board has met regularly since July 2013. In addition a Member-led board has met termly to assess progress.

The Improvement Board has examined, in depth, the work to address the five Recommendations and other actions to improve performance under Education's Business Plan.

The post-inspection action plan addressing the recommendations and concerns identified in the inspection report was submitted to Estyn but there has been no response to it to date (July 2014).

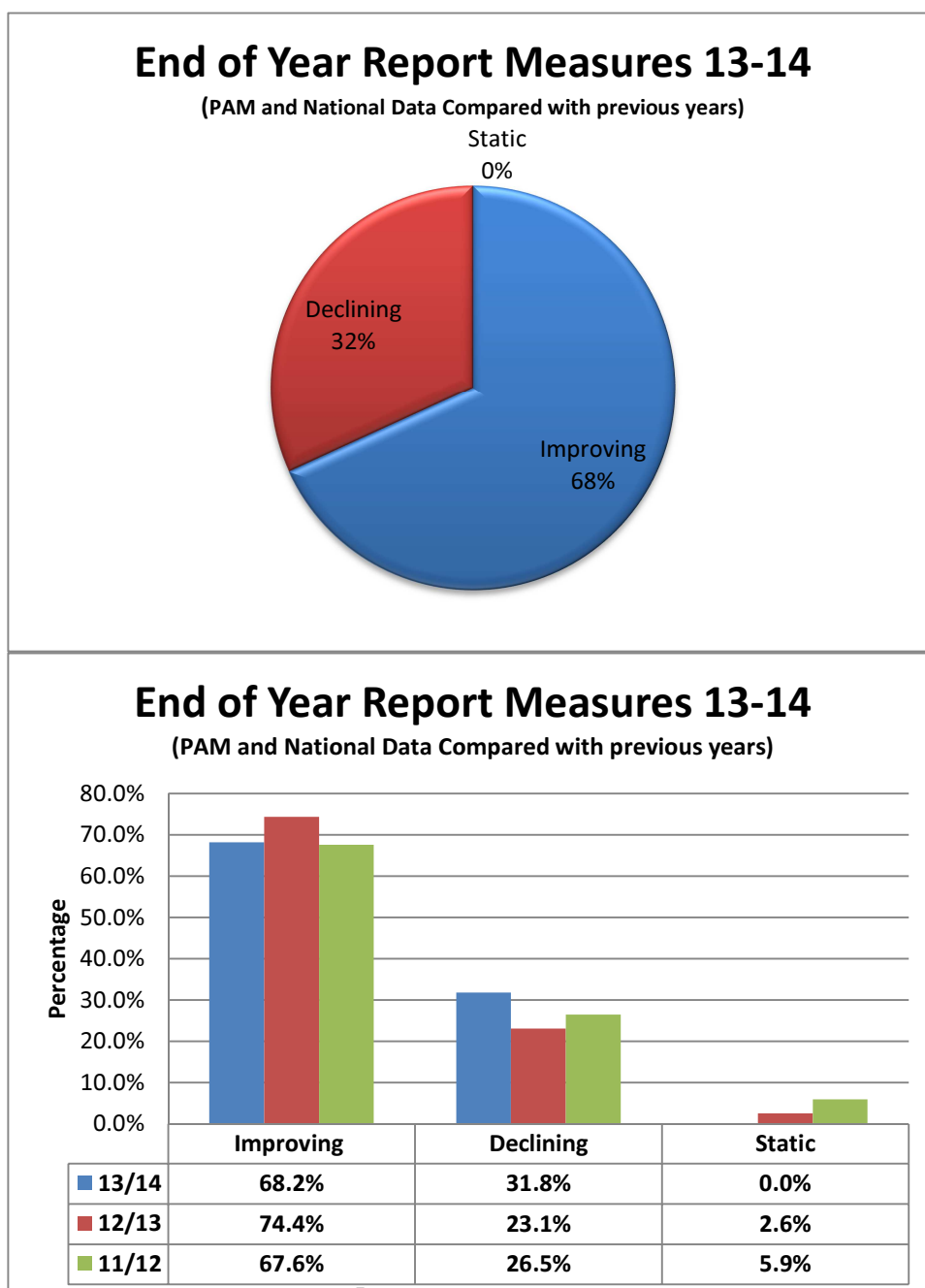
## Summary of our performance against National Indicators

Each year, the Welsh Government and the Local Government Data Unit publish local authority performance information on a range of services, highlighting areas where there have been notable changes in the overall level of performance. This makes it possible to compare the performance of the 22 Welsh local authorities across those services. This section summarises how we performed in 2013/14 in comparison with the previous year. Note: A Full List of Comparable National Measures can be found at [www.swansea.gov.uk](http://www.swansea.gov.uk)

### Performance Compared with the Previous Year

In 2013/14, 44 performance indicators were collected and published nationally. Of the 44 indicators, all have data that can be compared against 2012-13 performance, of which:

- 30 showed an improvement, or stayed at 100%;
- 0 remained the same; and
- 14 showed a decline.



## Where to find additional information

The Performance & Delivery Service has prepared this document on behalf of the Council. If you have any questions or comments on the content of this plan, you can contact by: Email to [improvement@swansea.gov.uk](mailto:improvement@swansea.gov.uk) Telephone 01792 636852. The Corporate Improvement Plan 2013/17 can be found by clicking on the following web link: <http://www.swansea.gov.uk/index.cfm?articleid=155>

### *One Swansea Plan*

If you are interested in finding out more about the *One Swansea Plan*, then you can do so via the Council's web-site by clicking on the following weblink:

<http://www.swansea.gov.uk/index.cfm?articleid=52292>

Also, if you have any questions related to the *One Swansea Plan*, you can contact the Scrutiny Team by Telephone 01792 637732, or:

[scrutiny@swansea.gov.uk](mailto:scrutiny@swansea.gov.uk)

### *Scrutiny Board Reports*

<http://www.swansea.gov.uk/index.cfm?articleid=36785>

### *Local Service Board*

Website: <http://www.swansea.gov.uk/index.cfm?articleid=11034>

### *Equality & Diversity*

<http://www.swansea.gov.uk/index.cfm?articleid=1917>

### *Sustainable Development*

<http://www.swansea.gov.uk/index.cfm?articleid=4275>

### *Wales Audit Office inspection reports*

[http://www.wao.gov.uk/reportsandpublications/localgovernment\\_687.asp](http://www.wao.gov.uk/reportsandpublications/localgovernment_687.asp)

### *Estyn Inspection Reports*

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

### *Care and Social Services Inspectorate Wales (CSSIW) Inspection Reports*

<http://www.csiw.wales.gov.uk/dataviewer/index.asp?searchtext=Enter+Name&postcode=Postcode&authority=SWA&region=&results=true&settings>