

# CITY & COUNTY OF SWANSEA

## CABINET – 16 JULY 2015

### APPENDICES INDEX

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Cronfa Amaethyddol Ewrop ar gyfer Datblygu  
Gwledig: Ewrop yn Buddsoddi  
mewn Ardaloedd Gwledig  
The European Agricultural Fund for  
Rural Development: Europe Investing in  
Rural Areas



Llywodraeth Cynulliad Cymru  
Welsh Assembly Government

**LEADER 2014-2020**

**CITY AND COUNTY OF SWANSEA  
RURAL LOCAL DEVELOPMENT STRATEGY 2014-  
2020**

**SEPTEMBER 2014**

VERSION: 1

DATE: SEPTEMBER 2014

**Please use Arial Size 12 throughout the document for consistency**

This template is intended as a guide. Please ensure that you complete this in conjunction with the full LEADER 2014-2020 Local Development Strategy Guidance document issued in June 2014

### **NAME OF LAG AND CONTACT DETAILS**

<b>Name of Local Action Group</b>	Swansea Rural Development Partnership
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### **LOCAL DEVELOPMENT STRATEGY IMPLEMENTATION TIMESCALES**

<b>Proposed Start Date</b> (no earlier than 1 January 2015)	1 January 2015
<b>End Date</b> (no later than 31 December 2021)	31 December 2021

Suggested word limits have been provided for each section as a guide however these are not prescriptive

**SECTION 1 – STRATEGIC FIT**

Description	Explain how the Local Development Strategy (LDS) fits with EU strategies, policies and programmes and the extent to which it aligns with the Focus Areas of the Wales Rural Development Programme (2014-2020) and the five LEADER themes as appropriate to the context of the LDS.
Linked to	Sections 3.1 and 3.5 of the LDS Guidance June 2014

**1.1 Definition of the area and population covered by the strategy**  
(2,000 words)

*This Section should include the following as a minimum:*

- ∨ *Overview of the proposed geographical area of the LAG and its population. Population figures to be broken down by rural, service and host wards.*
- ∨ *Intentions to work across boundaries*

The City and County of Swansea is a unique combination of urban and rural settings on the south coast of Wales. Swansea City Centre is flanked by rural areas, with the Gower peninsula to the west and the wards of Mawr, Pontarddulais and Llangyfelach to the north. The Gower is the UK's first Area of Outstanding Natural Beauty (Gower), flanked by a number of other smaller areas including agricultural and former mining areas. The northern wards are dominated by upland common land, similar in character and settlement pattern to parts of mid-Wales. The latter also has a predominance of Welsh speakers.

**Geography**

Rural Swansea is identified as 8 rural wards with a total land area of 248.98 km<sup>2</sup> (2011 census). The rural census wards are characterised by significantly smaller populations and lower population densities than the urban wards. Eligible rural wards are:

- Gower
- Mawr
- Pennard
- Pontarddulais
- Fairwood
- Llangyfelach
- Bishopston

- Penclawdd.

These wards are served by three Service Centre wards:

- Gorseinon
- Gowerton
- Clydach

## Population

The total population in the rural wards at 29,354 (2011 census) represents 12% of the population of Swansea as a whole. At ward level this breaks down as:

**Table 1: Population of Swansea's rural areas**

Rural Wards	Total population
Bishopston	3,251
Fairwood	2,914
Gower	3,696
Llangyfelach	5,039
Mawr	1,850
Penclawdd	3,635
Pennard	2,688
Pontarddulais	6,281
<b>Rural Swansea total</b>	<b>29,354</b>

Service Centre Wards	
Gorseinon	4,301
Gowerton	5,212
Clydach	7,503
<b>Service Centre total</b>	<b>17,016</b>

Host Wards	
Dunvant	4,383
Killay North	3,463
Killay South	2,239
Newton	3,316
Oystermouth	4,160
Penllergaer	2,868
<b>Host Wards total</b>	<b>14,733</b>

**City and County of Swansea total 239,600**

The rural census wards are characterised by significantly smaller populations and dramatically lower population densities than the urban wards, ranging from 0.3 people per square kilometre in Gower and Mawr to 5.4 in Bishopston. By

comparison, population density in the urban wards increases to 21 people per sq. km in Sketty and 48.1 in Townhill. Population density is at least 4 times greater in Swansea's urban areas than the more populous rural wards, but in the case of Gower and Mawr population density is 70 times greater in the urban areas.

In terms of the demographics of the rural wards, the average population size of the rural wards is 3,669 per ward. Mawr ward has the smallest population of 1,850, with Pontarddulais having the highest population of 6,281. The male/female split across the wards is roughly equal. The average household size is 2.3 per household. The percentage of BME people is very low. 50% of the population is aged 45 or over.

The unemployment count is low, but economic inactivity is high in several of the wards – Pennard (38.3%), Bishopston (35%) and Fairwood (34.4.%). Llangyfelach has the lowest unemployment rate in Swansea at 23.7%. Of those economically inactive a high proportion are retired – 61%; compared to the Swansea average of 15.6%.

### **Qualifications**

Since the last census the number of people with no qualifications has decreased in every ward, with Mawr and Pontarddulais having the biggest reduction, all are below the Swansea average of 23.9%.

Bishopston, Pennard and Gower continue to have the highest number of people qualified to Level 4 and above. All wards have experienced an increase between 8-11% since the last census, apart from Mawr which saw a smaller increase of 5%. All wards are above the Swansea average of 25.8%.

The picture is more varied for Levels 1-3 but most wards are around the Swansea average.

### **Welsh speaking**

Levels of Welsh speaking varies greatly with Mawr and Pontarddulais having around half their populations with Welsh skills, whereas the remaining wards have between 72% and 83% with no Welsh skills at all.

### **Industrial breakdown:**

The breakdown of industrial sectors in rural Swansea looks as follows:

- Agriculture, forestry and fishing: highest in Gower 6.6%(slightly lower than in 2001). 3.8% and lower in others wards.
- Energy: 1.8% or less, this is above the Swansea average of 1.3%.
- Manufacturing: 5.7%-9.9% (2001=15-18%) Pontarddulais has highest share;
- Construction ranges from 6.1%- 11%.

- Wholesale, retail, accommodation, food: 17.8%(Bishopston) to 22.7% (Gower) (increased since 2001)
- Transport: ranges from 4.1-6.8%
- Financial and professional services: 16.6% Bishopston; 15.3% Pennard; 14.8% Gower (some wards increased some decreased)
- Public admin, education and health: highest in Bishopston, Fairwood, Llangyfelach and Pennard – all 40%+, remaining wards are 30%+..
- Other services: (3.5-5.3%)

The rural areas of Swansea therefore demonstrate a diverse industrial breakdown. Manufacturing is still significant in the more northern rural wards, especially in Pontardulais, Llangyfelach and Penclawdd (8.8-9.9%). Wholesale, retail, hotels and catering range from 18%-22% across all the rural wards.

Financial and business activities 10.9-16.6% overall – highest in Bishopston remains highest at 16.6% Public sector occupations are the highest overall averaging 38% across the rural wards, with the highest concentrations in, Bishopston, Fairwood, Llangyfelach (41.6%-42.3% an increase since 2001).

### **Occupational breakdown:**

The picture in relation to occupational breakdown is also quite varied, with relatively high percentages of managers/professionals and skilled trade. The broad picture is as follows:

- Managers/senior officers: Mixed picture ranging from 10.2% in Mawr to 19.5% in Gower.
- Professional occupation: Lowest in Pontardulais at 16.5% highest Bishopston and Pennard
- Associate professional and technical: highest Llangyfelach (14.9%), lowest Pontardulais (10.5%) and Mawr (11.1%). This is still around the Swansea average (10.7%)
- Admin and sec: 16.8% Llangyfelach, 9.7% Gower, 12-15% in other wards.
- Skilled trade: around 9% Fairwood, Bishopston, Llangyfelach; 15-18% Gower, Mawr, Penclawdd
- Personal service: 6-10% - highest Pontardulais
- Sales and Customer service: Gower 3.4%; 9.6% Pontardulais
- Process, plant and machine: highest Pontardulais (6.9%) and Mawr(7.5%), .
- Elementary occupations: 4.5% Bishopston; 11.7% Pontardulais

In terms of the occupational breakdown, managerial, senior/professional is more focussed in the southern wards (Gower, Pennard, Bishopston over 40%) but much lower (18%) in Mawr). Skilled trade is higher in Gower, Mawr and Penclawdd (15-18%). Lower in Fairwood, Llangyfelach, Bishopston. Process, plant and machine highest in and Mawr (7.5%), Pontardulais (6.9%) and lowest in Bishopston (1.8%).

### **Travel to work:**

All wards except Pontardulais have a higher than Swansea average of people

working from home. (Gower has 15%). All areas have seen a decrease though since the last census in 2001. All wards have seen number of people on bike or foot increase since last census.

Work from home varies from 2.9% in Pontardulais to 15% in Gower  
Public transport 2-4.7% (same or reduced since 2001)  
Private transport 67-83%  
Passenger in car 3.5-6.8%  
Bike/on foot 5.3% in Llangyfelach 11.8% in Gower.

Over 66% use private transport, only 2-4% using public transport.  
A higher percentage (8.6%) use bike or on foot in Pontardulais.

## **Health**

A significant proportion of the population of the rural wards suffer from some form of 'Limiting Long Term Illness', with the highest concentration in Pontardulais at 24.4%. Llangyfelach is the lowest at 15.2%, with the remaining wards at around 22%. However, differences emerge at the working age population. Pontardulais, Mawr and Penclawdd have 16-18% of working age people with LLTI, whereas the other areas are much lower at 11-15%. Swansea's average is 17.4% of working age.

The proportion of individuals with LLTI is comparable with Swansea's urban areas. Sketty compares with Fairwood in terms of 14% of working age people with LLTI. Morriston is similar to Mawr, Pontardulais and Penclawdd.

## **Service Centre wards**

Three wards in Swansea are categorised as 'Service Centres' in that they provide key services for the fully rural wards.

### Gorseinon

Gorseinon is classified in the Unitary Development Plan as a traditional regional shopping district, sitting between Pontarddulais ward to the North and Gowerton to the South. It is accessible via the A4240 directly and in terms of the road network is a more natural connection for the smaller communities such as Felindre for services that are more difficult to find travelling East towards Clydach. In particular the 'Lliw Link' bus service operates from the extremes of rural Swansea from Garnswllt, through Cwmcerdinen and Felindre, passing through Penllergaer and then Gorseinon. and the route of the Lliw Link is significant in demonstrating the way the communities interlink via the road network. The ward is also host the highly successful Gorseinon Food Festival, supported by *Rural Swansea Action* in the 2007-2013 round of RDP.

### Gowerton

Gowerton forms one of the key gateways, to the 'Gower' flank of the City and County of Swansea. The ward provides links through public transport connections including a small rail station, and bus links such as the Gower Explorer service, as



well as key entry point for tourists entering and leaving the rural area to the West. The ward also contains small commercial retail zones, which form a stopping off point for people entering and leaving the rural areas, both the rural population as well as tourists. The ward also contains three schools whose catchment area takes in the rural hinterland.

### Clydach

Clydach is a small town adjacent to the fully rural Mawr ward, sharing a boundary with Neath Port Talbot. The Unitary Development Plan notes the importance of Clydach as one of the traditional district shopping centres. As such it has natural connections with the rural hinterland, particularly smaller settlements such as Craig Cefn Parc, which is linked to Clydach by a regular bus service. Clydach hosts popular local markets such as Clydach market, as well as providing small-scale local shopping outlets and basic services including Clydach library and other facilities.

### **Host wards**

Several wards fall into the category of 'Host wards', that cannot benefit directly from RDP funding, but from which activities that wholly benefit the fully rural wards might be based.

### Penllergaer

Penllergaer borders the northern rural areas of Swansea, again with relatively low population density of 447 people per km<sup>2</sup>, concentrated in two main housing estates. Much of the land area consists of commons and the Penllergare Valley Woods<sup>1</sup> historic gardens, part of which lies in the Llangyfelach ward.

### Oystermouth

Oystermouth has developed as a settlement around Oystermouth castle over the past 200 years. The village acts both as a suburban shopping centre for the surrounding area, and popular holiday resort. The area is commonly known as 'Mumbles' after the three outcrops of rock at the western end of the bay, and is one of the major entrances to the rural areas to the West of Swansea. As such the village area offers major opportunities in terms of tourism draw, and offering small-scale services to the rural hinterland.

### Newton

Although relatively populous at 1,393 people per km<sup>2</sup> Newton is home to the popular holiday resorts of Langland and Caswell, which lead on to the dramatic landscapes of Three Cliffs and the wider Gower peninsula area. The area is more residential in nature, and adjacent to the fully rural wards.

### Killay North and South

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<sup>1</sup> Penllergare Valley Woods: [www.penllergare.org](http://www.penllergare.org)

The combined wards of Killay North and South have a density of 1,793 per km<sup>2</sup>. Killay has a purpose built district shopping centre, including two supermarkets and a range of convenience shops, three pubs and takeaway food shops and two restaurants. Nearby are doctors' and dentists' surgeries and a branch library. Killay is linked to Gower by the main east-west road the A4118, and also most of the Gower bus services run through Killay. The ward therefore provides a number of useful services to residents of north and west Gower and visitors as a major gateway to Gower.

### Dunvant

Dunvant grew as a small village around the coal mining that took place in the area during the 1800s, bordering the rural ward of Fairwood. The ward suffers from a high level of deprivation, particularly access to services, housing and physical environment. Population density at 1,884 people per km<sup>2</sup> is comparatively high. Service provision includes schools and small-scale provision of services including local shops and post office.

### **Potential for cross-boundary working**

To the north Swansea borders with Carmarthenshire to the west and Neath Port Talbot to the east. The close proximity of smaller towns and villages in the border areas means there is a good deal of scope for collaboration with neighbouring Local Action Groups on themes of common interest to our communities. These themes need to be explored in more depth once implementation begins, but initial discussions and requests during development of the Strategy include:

- Work around tourism, local food and local crafts
- potential for developing community transport options
- studies and developments around renewable energy
- capacity building around access to services

There is scope for joint-working with capacity building teams in the neighbouring areas to build on these themes and others as the Strategy is reviewed in light of local demand.

Local Action Groups in Central and South West Wales have met on several occasions over the period Autumn/Winter 2014/15 to discuss joint working. LDSs have been shared, and a number of common themes where cooperation activity could be developed have been identified. There is consistency between all the LDSs, with the main potential for joint working and pooling of resources to develop joint cooperation proposals. Common themes included green spaces, local produce, work around visitor attractions and 21<sup>st</sup> Century facilities. Discussions are at an early stage as the majority of the South West and Central LAGs are still scoping how local programmes will run, where as a rolling programme, set calls for proposals or commissioning. Swansea Administrative Body is taking part in these discussions and linking back to the Shadow LAG.

## 1.2 Description of the Integration

*(2,500 words – to be linked in to the actions described in Section 3.1 – Intervention Logic)*

*This Section should include the following as a minimum:*

- ∨ *Explain how LEADER will complement other structures and initiatives and not duplicate*
- ∨ *Provide an explanation of the coherence and consistency between local strategies and existing national, regional or sub-regional strategies*
- ∨ *The LDS should show how integration is proposed in respect of:*
  - Welsh Government policies and programme areas.*
  - The range of RDP schemes and activities to which LEADER can make a contribution*
  - Other initiatives and schemes within your area*
  - The projects and activities of other LAGs*
  - Other European programmes and funding streams*

The Strategy sits within a wider policy and strategy framework in South West Wales at local and regional levels. The most relevant national, regional and local strategies that could be impacted by the LDS are referenced below. In each case there is a brief summary of the scope of the strategy or plan and the potential links to the LDS.

### **Local strategies**

#### Swansea Single Integrated Plan

At local level, the Swansea Local Service Board has set out a clear vision in the new Single Integrated Plan (SIP), 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
- Has sustainable, distinct communities, in both urban and rural locations, that benefit from sufficient good quality accommodation,
- supporting infrastructure, community facilities and opportunities for recreation
- 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 supporting leisure and business opportunities, capitalising on its proximity to the waterfront
- Celebrates and conserves its unique natural heritage and cultural and historic environments.

The importance of making the most of the urban and rural diversity of the County is made clear, but the LSB is also clear on the importance of partnership working and a Team Swansea approach to ensure best use is made of limited resources.

LEADER is an essential part of this process, providing the capacity to work in and

across Swansea's rural communities.

The SIP also points to the important role Swansea plays as the primary economic hub in the Swansea Bay City Region recently established in South West Wales. For the rural wards, LEADER is an essential component in providing capacity to work with local businesses and communities to help them make links with each other and the wider region. Examples in the 2007-2013 programme have included helping local rural Swansea micro-enterprises to attend markets further afield, such as in Pembrokeshire which was helpful in building confidence in small micro-enterprises. The initial version of the strategic objectives for the new LDS allow scope to develop this work further, but will be subject to the prioritisation to be undertaken by the new LAG once a further consultation and formal review of the initial objectives has taken place during Spring 2015.

### Swansea Bay Destination Management Plan

The proposed objectives for the Rural Strategy are consistent with the strategic themes set out in the *Destination Swansea Bay 2013-2016* Visit Wales 'Destination Management Plan' for Swansea Bay. The previous 2007-2013 Rural Development Plan in Swansea features in the current version of the accompanying action plan, with the Swansea Rural Development Partnership noted as an important part of helping to deliver the actions in the Plan.

Strategic Theme 1 – Working Together

Strategic Theme 2 – Driving Quality

Strategic Theme 3 – Tackling Seasonality

Strategic Theme 4 – Ensuring Sustainability

The tone of the document is about enabling better approaches to development and marketing of the area, involving as many stakeholders as possible, underpinned by an awareness of external perceptions of the area and how it is understood. A range of improvement have been supported by the 2007-2013 RDP including footpath access, a number of village and small town enhancements, improvements to grading of tourism accommodation provision, and a new suite of marketing and interpretation literature contributing to the walking and cycling offer of the rural wards.

The previous RDP has provided a number of practical initiatives to increase local product offer, but did not succeed in pulling the various strands of activity together. The new Rural Strategy is therefore timely in providing potential resource through LEADER to work with communities and businesses to make the most of the improvements made to date to encourage further sustainable development of the local product offer, perhaps through training of local proprietors on the materials available, or active buy-in from communities to further develop the materials produced through RDP 2007-2013. This work will be subject to prioritisation of resources by the new LAG during Spring 2015.

### Draft Sustainable Tourism Strategy

One of the Objectives of the 2007-2013 Swansea Rural Development Strategy was consideration of application for Europarc status for the Gower AONB area. *Rural*

*Swansea Action*, the Axis 4 Local Action Group commissioned a sustainable tourism study in 2012 which resulted in a *draft sustainable tourism framework*, which is currently undergoing further consultation at the time of writing (September 2014). The 2007-2013 RDP invested in a range of upgrades to facilities, premises of micro-enterprises, along with quality interpretation and marketing materials across the rural wards. Specific effort was put into creating a range of additional materials highlighting the features of the northernmost wards. The report makes a number of recommendations for improvements that could be made to the way the area is marketed, as well as underlining the need for better working together. The draft document has been developed in parallel with *Destination Swansea Bay 2013-2016 (DMP)*, to ensure there are no conflicting objectives, and that the documents are complementary. Many of the actions in the DMP relate to activities supported through the RDP, and as such the RDP provides an important contribution to the implementation of the DMP. The City and County of Swansea Tourism is a member of the new Task & Finish Group established to bridge the transition between the 2007-2013 LAG and Partnership arrangements to the formation of the new Local Action Group.

#### Gower Area of Outstanding Natural Beauty Management Plan

The Gower AONB Management Plan is currently under review; consultation on a draft plan has been completed, with a final version to be adopted later in 2015. The AONB area incorporates several of the rural wards in Swansea, with a number of consistent issues coming through across the peninsula. The main purpose of the AONB plan is to promote policies and actions to encourage the conservation and enhancement of the special qualities of the AONB for which it was designated. The AONB plan covers a wide range of issues including economic activities, infrastructure, housing and community facilities, climate change and development, the issues associated with these themes and the impact on the special qualities of the AONB. These are fundamental to approaches to balancing the needs of the AONB area between the need for investment and encouraging visitors to the need to conserve historic and important features. This dialogue is something LEADER has started to help to broker through the draft sustainable tourism strategy, but can be taken further through this 2014-2020 Rural Strategy subject to agreement by the new LAG once the strategic objectives have been further refined and prioritised.

#### **Regional strategies**

##### Swansea Bay City Region Economic Regeneration Strategy 2013-2020

At regional level, the Swansea Bay City Region is underpinned by a newly designed economic regeneration strategy which encompasses five strategic aims overlaid by the imperative to close the productivity gap with the rest of Wales and the UK. The five strategic aims are:

- Business Growth, Retention and specialisation
- Skilled and ambitious for long term success
- Maximising job creation for all

- Knowledge economy and innovation
- Distinctive places and competitive infrastructures.

A partnership approach is being taken to the implementation of the Strategy, with a focus on a selection of major transformational projects to achieve a step change in the performance of the economy of South West Wales. The Skills aim is being led by the Regional Learning Partnership for Central and South West Wales, to be steered by a comprehensive delivery plan based on a newly collected evidence base to attempt a sea change in the way that skills and employment support is delivered through both domestic funding and the added value that European funding can bring.

The regional strategies are necessarily high level, so below them and the Single Integrated Plan, there is a continued need for capacity to undertake innovative activity and networking across the designated rural areas. The high level imperatives to increase jobs, increase the number of higher value-added jobs and businesses have to be addressed at all levels, including local.

#### Regional Delivery Plan for Skills & Employment South West and Central Wales

The Regional Delivery Plan for Skills and Employment for Central and South West is one of three being developed across Wales at the request for Welsh Government's Department for Education and Skills. The Plan integrates with the Welsh Government Skills Implementation Plan, and links across to the Swansea Bay City Region Regeneration Strategy, forming the delivery plan for 'Strategic Aim 2' of that strategy.

The development of the plan has provided a rare opportunity for organisations and individuals at all levels in Wales to discuss and agree on skills and employment needs and priorities in the coming years. The process is enabling those involved to gain a better understanding of real and perceived needs in the region as a whole, and what provision is going to be needed to help the region develop. The Plan covers 6 local authority areas with both urban and rural demographics. As a result there is scope for regional solutions to be developed that could serve the needs of the smaller rural populations in close proximity to larger urban centres like Swansea, as well as the larger rural areas in west and central Wales.

Specific examples of opportunities for the new Swansea Rural LDS to complement the Plan include skills needs for micro-enterprises. Issues highlighted include the nature of small businesses, often individuals working from home due to transport and lack of employment in the local economy, but without access to the resources and skills of larger businesses around financial management, marketing and promotion and business planning. At the same time, successful existing small businesses are keen to share their knowledge and expertise with others and need opportunities to do this.

Working through the Regional Learning Partnership has already enabled local organisations, e.g. Pontarddulais Partnership, to put forward suggestions for gaps in delivery of skills development and training. Using the RLP expression of interest process with a large number of national, regional and local players including

Welsh Government at the table will ensure that duplication can be avoided in design and implementation of new programmes and schemes through 2014-2020 European funding as well as mainstream training provision, and that any input from LEADER is complementary. No specific schemes have been developed as yet, but briefing on the Regional Delivery Plan for Employment and Skills will be part of the introductory briefings for the new LAG. It is more likely that the LAG will offer a strategic contribution to the design of programmes, unless there is a need for specific bespoke local activity to complement national and regional schemes. This would cover links with all national and regional projects under development through mainstream or ESF, including traineeships and Apprenticeships.

## **Welsh Government strategies**

### Programme for Government

The Welsh Government published its new Programme for Government during 2011, setting out specific objectives to support rural communities in Chapter 10. Three main themes are identified as:

- A thriving rural economy
- Ensuring access to broadband and new digital services
- Improving public services for rural communities

Whilst these issues are predominantly dealt with through large-scale national interventions, particularly around next generation broadband and support for the agri-food industry, work around access to services is something that LEADER can help towards at local and regional level. Current examples include helping communities considering taking on the running of local services themselves, and community transport.

Work around renewable energy is also an essential theme, and part of the objectives set out in Chapter 12 on environment and sustainability, living within environmental limits, acting on climate change and creating sustainable living spaces for people.

These national objectives provide a sound backdrop for the proposed themes and objectives in this local rural strategy for tailored local solutions to fill gaps around national and regional interventions as appropriate. Avoiding duplication of effort will be essential due to the relatively small sums available for LEADER in Swansea's rural areas.

### Skills and Employment Policy Statement and Implementation Plan

The publication of the policy statement in February 2014 and implementation plan in July 2014 provided a clear picture of the direction of skills and employment priorities for the Welsh Government over the next few years. Fundamental to the approach is dove-tailing with regional learning partnerships, and the ambition of joining up skills and employment delivery at local, regional and national levels. The regular

publication of a footprint document setting out what will be delivered at what levels has been a useful tool for giving a steer as to where activities are best developed and delivered. As such inputs will be directed via the Regional Strategic Partnership in south west Wales as detailed above to ensure duplication is avoided.

### Woodlands for Wales Strategy

Woodlands for Wales (the Welsh Government's (WG) strategy for woodlands and trees) sets out WG's aims and objectives for all woodlands and trees in Wales - in both public and private ownership. The strategy looks at the role they play in delivering social economic and environmental benefits and also the contribution they can make towards addressing the impacts of climate change.

The strategy is framed around Welsh woodlands and trees as a basis for delivery across four strategic themes:

- Responding to climate change – coping with climate change and helping reduce our carbon footprint.
- Woodlands for people – serving local needs for health, education and jobs.
- A competitive and integrated forest sector – innovative, skilled industries supplying renewable products from Wales.
- Environmental quality – making a positive contribution to biodiversity, landscapes and heritage, and reducing other environmental pressures.

Overall, 13% of Wales is covered by woodland – 9% plantation and 4% semi-natural woodland. Data specific to the rural wards of Swansea is not available, but there is nothing to suggest that the eligible area differs greatly from this mix. However, most of the main woodland areas in the rural wards are either in public ownership (particularly the Natural Resources Wales forest estate) or in sympathetic ownership/management (e.g. National Trust). Remaining areas tend to be small areas of woodland on agricultural holdings. Previous interventions in woodlands have focussed on management for community based benefits under the Objective 1 programme. The current view is that there is only limited scope for local delivery on these themes through the LEADER programme, but this will be kept under constant review by the new LAG as part of its forward work programme.

### Energy Wales – A Low carbon transition

The area of renewable energy is a topic of significant importance in Swansea, in particular the rural areas where a number of different forms of generation are either being implemented or discussed across the eight rural wards, from installation of wind turbines to solar parks. A number of schemes were supported locally through the RDP Transition Initiative Grant Scheme under Business Plan 2 which were intended as demonstrators of installations including solar and bio fuels. The third sector is also active in seeking to implement further schemes to help achieve better sustainability. There is considerable enthusiasm for investigating these options further, in particular with reference to the wider impact on local natural resource management. The shadow LAG membership includes representation from this sector and will form part of discussions in refining the initial objectives set during Spring 2015. Implementation of activities will be subject to prioritisation by the new



LAG as part of its agreed work programme later in 2015, and is a key area that will be carefully explored by the new LAG.

### Food tourism strategy

Exploration of local food and its links with sustainable tourism formed a fundamental part of the work programme for Axis 4 Leader under the two Business Plan phases of the 2007-2013 RDP in Swansea. A great deal of work was done working with local producers and end users in making links to new markets and building confidence in the sector. This included working closely with Ffres and Tourism Swansea Bay in meet the buyer events etc. Alongside a good package of tourism infrastructure and marketing investments from the previous round, there is a great opportunity to take this work further, help to further develop urban-rural links in terms of supply chains, in particular links to Swansea Market, perhaps the most successful indoor market in Wales. Further exploration of this theme will form part of initial discussions of the new LAG during Spring 2015, and prioritisation of the new work programme for the LAG.

### **Other European programmes and funding streams**

#### European Fisheries Fund

There is very good strategic alignment between proposals under the Rural Strategy 2014-2020 and the existing Swansea Bay Fisheries Local Development Strategy valid until December 2015. There is particularly good fit around making links between local food and other producers and local markets. The Swansea Bay Fisheries Local Action Group has supported a number of small scale but important projects to support the local fishing industry, as well as looking more widely at tourism and interpretation. This includes cold storage for catch at Swansea marina which should help to improve the supply chain to Swansea Market and other local outlets including the local restaurant trade. Importantly this is looking at integrating the needs of the local fishing fleet into the wider regeneration agenda for Swansea. Studies are also being supported to gain a better understanding of the local fishing industry and its needs in preparation for the 2014-2020 round.

#### WG Vibrant and Viable Places

Swansea's *Realising the Potential* programme has received £8m of support from the Welsh Government Vibrant and Viable Places programme, which focusses on primarily on the regeneration of Swansea City Centre. There are however numerous opportunities for making urban-rural links on a number of fronts. Tackling deprivation is a major theme of the programme. Whilst the issues facing the urban and rural parts of Swansea differ in terms of scale, there are similarities such as timing of public transport to get to employment opportunities and support for development of micro-enterprises (venues to operate a business from and business support).

Gower Crafts & Artisans is an example of a cooperative formed with RDP-support under the 2007-2013 programme that has reached the level of maturity to establish a shopping outlet on High Street in the City Centre. Encouraging micro-enterprises

to take space in the annual Christmas Market in the City Centre is another successful example of helping micro-enterprises access new markets. The new rural strategy offers further opportunities to test these and similar approaches across the variety of industrial sectors represented in rural Swansea. Also in the context of the Swansea Bay City Region there is no reason why this cannot be explored across the footprint of South West Wales. Availability of information is a critical factor, and something that is being raised through the Swansea Bay City Region and Regional Learning Partnership.

### Gower Landscape Partnership

The Gower Landscape Partnership is a £1.9m initiative aiming to inspire and help local people to look after Gower's special and distinctive features. Some of the projects proposed and underway include:

- Seashore safaris - rock pooling and environmental education
- Renewing traditional events such as wassailing and Mari Lwyd
- Conserving medieval agricultural systems found on the Peninsula
- Apprenticeships in traditional heritage skills
- Collection of stories and historical information of the 189 ship wrecks around the Gower coast
- Recording and interpreting Gower's industrial and cultural history
- Conservation of natural and built features

The existing RDP has provided financial support towards the initial stages of the programme. There will be scope for LEADER to help work with communities and businesses in the rural wards to implement the findings of studies and the various work packages resulting from the Gower Landscape Partnership.

### European Regional Development Fund and European Social Fund

A strategic approach is being taken in Central and South West Wales to the development of local and regional proposals for ESF and ERDF support in the context of the Swansea Bay City Region and the Regional Learning Partnership for Central and South West Wales. The primary concern is to avoid duplication of national Welsh Government and UK-level support schemes. A critical step will be enabling information flow around services and support available from national and regional schemes so that front-line practitioners including those funded via the LEADER programme are able to signpost effectively. As a minimum the LEADER team will work closely with Business Wales contractors in relation to support for micro-enterprises and potential start-ups.

### Transnational European programmes

A range of opportunities exist to support transnational working. There are many options that would be appropriate to support implementation of this rural strategy, linking to wider developments across the region and Wales as a whole. Opportunities to work with micro-enterprises to support innovation and growth in productivity are present in several of the programmes including Ireland-Wales , INTERACT, North West Europe and Atlantic Area. Adaptation to climate change is

another consistent theme. The primary benefit would be exchange of good practice and learning from other areas what has worked well.

## SECTION 2 – FINANCIAL & COMPLIANCE

Description	Explain how the Local Action Group (LAG) intends to meet its financial and compliance based obligations. LAGs need to demonstrate that they have competent financial planning and will comply with all necessary legal and regulatory requirements.
Linked to	Part of Section 3.11 of the LDS Guidance June 2014 (remainder to be covered under Section 4 – Management of Operation)

### 2.1 Management and Administration

*(2,500 words)*

*This Section should include the following as a minimum:*

- ∨ *The Constitution of the LAG*
- ∨ *Details of the proposed LAG members including the sectors represented (public, private, third sectors)*
- ∨ *Terms of Reference for the LAG*
- ∨ *Details of the Administrative Body*
- ∨ *Evidence that the working and decision making procedures are clear and transparent. Show how the operating methods of the LAG are compliant with the Commission's regulations and guidance (see Annex 4 of the LDS guidance)*
- ∨ *Details of compliance procedures and processes demonstrating segregation of duties, reporting systems and capacity to maintain full audit trails for expenditure and indicators.*
- ∨ *Details of selection, appraisal and approval processes for projects submitted to the LAG*
- ∨ *Details of declaration of and management of conflict of interest*

The Swansea Rural Development Partnership has successfully and enthusiastically undertaken its role in overseeing the implementation of the Rural Development Plan 2007-2013 in Swansea. It has been supported by the separate Rural Swansea Action Management Committee that has monitored implementation of Axis 4 Leader. It is proposed that the best elements of these bodies move forward as the Swansea Rural

Development Partnership, with a complete review of membership in line with the development of this Rural Strategy for 2014-2020. This will include improving local political visibility of the programme, and ensuring that all themes of the Strategy are properly represented.

Following discussions throughout 2014 with members of the Swansea Rural Development Partnership and Rural Swansea Action Management Committee it was agreed unanimously at a meeting on the 29<sup>th</sup> October 2014 that a new shadow LAG would be formed comprising of all existing members of the RDP and RSA groups. At this time the secretariat also asked if existing members would contact their networks in Rural Swansea and ask if there were individuals who they would like to nominate to join the shadow LAG.

Further to this, at a shadow LAG meeting on the 25<sup>th</sup> February 2015 where findings of the final evaluation were presented. It was agreed that a task and finish group would be formed with the purpose of further refining and prioritising the Local Development Strategy's objectives; agreeing the terms of reference; approving an application form for LAG members and determining the project selection process. At the meeting the shadow LAG agreed that a more formal approach to recruiting new members. This will include development of formal SMART objective and replacement of the current flat apportionment of resources and outputs to specific measurable activities and resource allocation. Due to pressure to complete expenditure on Business Plan 2 there has not been enough time to date to commit to this process, or to manage a contract to deliver it. However, as the final claims are completed towards the end March 2015, time will be dedicated to moving the current shadow LAG through a Task & Finish Group to a new LAG membership and a detailed work package as referred to above. **Draft versions of the minutes and application form to the LAG are attached separately.**

The current list of shadow LAG representatives are as follows:

NAME	ORGANISATION	SECTOR
Robin Kirby	Gower Society	Third
Ant Flanagan	Gower Power Cooperative	Private
Cathy Lewis	Tourism Swansea Bay	Private
John Davies	BayTrans	Private
Phil Owen	Mawr Community Development Trust	Third
John Evans	Pontarddulais Partnership	Third
Chris Brundenell	Farmers Union of Wales	Private
Dave Williams	Crofty Llanmorlais & Penclawdd Development Group	Third
Alyx Baharie	Swansea Council for Voluntary Service (SCVS)	Third
Richard Beale	Local volunteer from rural ward	Third
Jo Scott	Local volunteer from rural ward	Third
Chris Lindley	Gower Area of Outstanding Natural Beauty team (City and County of Swansea)	Public
Paul Thornton	The Wildlife Trust of South and West Wales	Third
Hamish Osbourn	Natural Resources Wales	Public

Clare James	Local authority economic development, planning, tourism (advisory)	Public
Peter Lanfear	Gower Commoners Association	Third
Nerys Adams	Culture & Tourism (City & County of Swansea)	Public
Suzy Mayhew	Education Youth Service (City & County of Swansea)	Public
Cllr Jane Harris	Community Councillor- Pontarddulais	Public
Geoff Haden	Clyne Farm	Private
Grant Cockerill	Groundwork	Private
Bob Morgan	Cartref Holidays	Private

At the meeting on the 29<sup>th</sup> October 2014 the membership also voted in support of retaining the City & County of Swansea as lead body for the Swansea LAG and Rural Development Strategy and agreed that a joint arrangement with another local authority would be unworkable due to limited resources in the Swansea allocation. Whilst discussions had been progressed with Carmarthenshire County Council to explore the scope for efficiencies and having a single lead body arrangement. The discussion focussed around achieving a management and administrative structure that balances local development needs with pooling of resources at regional level to simplify contact with Welsh Government. Having looked closely at the needs and demands of running the proposed programme, and the financial allocations involved, it would be very difficult to achieve efficiencies in terms of financial savings. The nature of the programme requires localised support. This is not the same as running a regional collaboration for a regionally-designed project for example. Based on the particular circumstances of Swansea and Carmarthenshire, with different systems and approaches and the need to enter complex legal agreements for what are relatively small programmes, it would be impractical and more inefficient to brigade. Discussions have however covered the possibility of regional promotion of Leader by working cooperatively, and looking to work together on themes of common interest through cooperation budgets, and sharing costs for specific tasks such as publicity and evaluation.

### **Local Action Group terms of reference and duties**

The following terms of reference for the Local Action Group Partnership in Swansea are written to comply with Regulation EC 1303/2013 Article 32 2(b) requiring community led local development to be led by local action groups comprising representation from public and private local socio-economic interests whereby no single interest group public or private represents more than 49% of the voting rights. As described in Section 2, the revised membership of the Local Action Group Partnership will be formed via a transparent application process to be steered by the current shadow LAG formed of the membership of the Swansea Rural Development Partnership and Rural Swansea Action Management Committee during spring 2015.

### Objectives

- a) To build the capacity of local actors in Swansea's rural areas to develop and implement projects (operations) including fostering their project management capabilities
- b) To agree and implement a non-discriminatory and transparent selection procedure and objective criteria for the selection of projects (operations), avoiding conflicts of interest and ensuring that at least 50% of the votes in selection decisions are cast by partners which are not public authorities. Selection by written procedure will be possible.
- c) To continually develop and review the Local Development Strategy (LDS) and to target available LEADER resources to local areas of need and opportunity by prioritising operations according to their ability to meet the objectives and targets of the LDS.
- d) To prepare an ongoing project submission procedure
- e) To receive and assess applications for support in line with the agreed Strategy objectives
- f) To select operations, fixing the amount of support to be awarded, and where relevant presenting the proposals to the body responsible for final verification of eligibility before approval
- g) To undertake detailed monitoring of implementation of the LDS which will include the following actions:
- Monitor and approve reports on progress in implementing the Strategy and identify gaps in provision;
  - Monitor the activities taking place as part of the Strategy;
  - Ensure that robust, good value for money and well developed projects are put forward and selected for appraisal and funded;
  - Carry out specific evaluation activities;
  - Promote the programme locally.

### General

The Local Action Group will:

- Appoint a Chair and Administrative Body
- Annually review the Strategy, consult on it, and submit it to the Welsh Government for approval.
- Establish effective systems for assessing projects and secure the Welsh Government endorsement of them.
- Assess projects submitted and ensure those selected fulfil the aims and objectives of the Strategy.
- Prepare a publicity strategy to promote the programme locally and engage local communities.

## Membership

The membership of the Local Action Group will be subject to annual review in line with the review process for the LDS itself. This will ensure that strategic interests at the table are reflective of the objectives of the current version of the LDS. An application process will be used to form the membership of the LAG, and where appropriate for the co-option of additional members or advisors, in compliance with EC 1303/2013 Article 32 2(b).

The composition of the membership of the Group will ensure that no single interest has more than 49% of the voting rights and be truly representative of relevant local public and private socio-economic interests. LAG Partnership members will be informed from the outset of the need for them to represent their sector or interest rather than personal or organisational interests. The application process for membership will be used to quantify the level of membership from public/private interests and ensure a cap on numbers from public authorities based on the total required membership. It is proposed to use the initial Task & Finish Group drawn from the shadow LAG to establish the initial membership of the new LAG.

The application process will be advertised via existing RDP mailing lists and networks that have extensive coverage of actors in Swansea's rural areas, and via a press release to the local press, and council website.

A declaration of interest form will be circulated at every meeting and used to inform the composition of meetings for discussions of particular issues or operations.

The wider circulation list built up under the previous RDP 2007-2013 working arrangements will be updated and used as one of the means to ensure the wider group of stakeholders and interested parties are kept regularly informed of development. This will include updates on implementation of the strategy, opportunities to take part in consultations and operations, and other methods such as the quarterly newsletter and social media.

## Declarations of interest

- A declaration of interest form will be circulated at every meeting and used to inform the composition of meetings for discussions of particular issues or operations.
- In cases of a specific declaration of interest relating to discussion of an item on the agenda or specific operation, a member with a financial interest will be required to leave the room for that agenda item.
- Conflicts of interest will be addressed by a vote following discussion with the Chair having the casting vote.
- The quorum position will be carefully monitored in these situations to ensure that no single interest can represent more than 49% of voting rights

## Signing and complying with the terms of the Funding Agreement

The LAG will:

- Require sight of the duly signed Funding Agreement and to receive and approve quarterly reports on performance against the requirements set out in it.
- Formally agree any and all changes to the Strategy and any significant changes to projects.
- Monitor compliance with this process to ensure that all significant changes are approved by the Welsh Government prior to implementation.
- Ensure that that full records of such changes are maintained and are readily available for inspection.

#### Overall delivery and management

The LAG will:

- Be clearly representative of the main partners having an interest in the Strategy.
- Take overall responsibility for the robustness of the project appraisal, selection and monitoring process.
- Receive detailed quarterly reports on progress against the aims and objectives of the Strategy.
- Take overall responsibility for the delivery and management of the programme locally.
- Oversee the delivery of projects
- Approve annual progress reports from the Lead Administrative Body on the Strategy.

#### Regularity and Propriety

The LAG will:

- Draw up and follow rules on regularity and propriety, including rules for avoiding conflicts of interest in relation to the selection of projects for financial assistance and all other Partnership activities.
- Ensure its general policies reflect these rules and basic principles of propriety.
- Receive an annual report on the application of the rules and good practice relating to the public procurement of works, goods and services.

#### Asset Inventory

The LAG will:

- Receive an annual report covering the Asset Inventory.

#### Asset holding

The LAG will:



- Receive an annual report on assets held within the Partnership.
- Select and approve projects suitable for funding out of income derived from the use of assets held for the benefit of the community.

### Assets

The LAG will:

- Consider the proposed disposal of any assets and seek the Welsh Government's approval of any such disposal prior to any disposal taking place.

### **Election of Chair and Vice Chair**

#### Election of Chair

The LAG will elect a Chair who will remain in office for a period of three years

#### Election of Vice-Chair

The LAG will elect a Vice-Chair who will remain in office for a period of three years

### **Meetings**

#### Frequency of meetings:

The LAG will meet on at least a quarterly basis, in line with the quarterly claim intervals agreed with WG. Further meetings to be arranged at the request of the LAG should extraordinary items need to be considered. Meeting times and venues will be notified to LAG members by the Administrative Body.

#### Recording of meetings:

The minutes of the meetings shall be reported to the next meeting of the Swansea Economic Regeneration Partnership for information.

The order of business at each meeting shall be to:

- Receive any apologies for absence.
- Receive disclosures of interest.
- Confirm and sign the Minutes of the last Meeting.
- Dispose of business (if any) remaining from the previous meeting.
- Report on progress on agreed projects.

LAG members may nominate a named deputy and the Secretariat be informed when the deputy is chosen.

#### Quorum for meetings:

The quorum for a LAG meeting shall be one third of the membership to the nearest whole number. If at any time the number of members present falls below this the meeting shall be adjourned. The quorum will take account of the proportion of attendees from public and private sectors to ensure the necessary balance is achieved to comply with EC 1303/2013 Article 32 2(b).

The Secretariat shall keep a record of attendance for each meeting.

Minutes of each meeting shall be kept and circulated to LAG Partnership members as soon as possible after each meeting.

Decisions by the LAG Partnership shall be made by show of hands with the Chair having the casting vote.

If members of the LAG Partnership have any direct and significant involvement with a proposed project being considered, then they should declare this at the appropriate point on the agenda, and revoke their voting rights for any vote on that project.

### **Project appraisal, approval and onitoring**

All project activity underpinning the SRLDS will be monitored formally by the LAG at regular intervals. The main tool for enabling effective monitoring has been the distribution of Quarterly Monitoring Reports covering all expenditure and achievement against outputs. Reports will include:

- A brief report on progress for the preceding quarter
- Expenditure to date
- Progress against outcomes
- Any other relevant information

Interim results of evaluation activity on each project operating as part of the Strategy will be fed back to the LAG or a designated sub-group for comment. This will assist the LAG in building a view of how effectively activities are implementing the objectives of the Strategy. It will also enable identification of remedial action needed where such activity is not meeting the desired aims, and contribute to an overall improvement in capacity levels in the LAG, and supporting structures.

Where projects are not achieving performance to profile, the LAG will take appropriate action through the Administrative body to resolve the situation.

The Administrative Body will undertake its responsibilities as outlined above, including maintenance of the systems required to ensure satisfactory reporting on all aspects of delivery to Welsh Government as required.

The Administrative Body role will be undertaken by 1 FTE officer (0.4 FTE on administration, 0.4 FTE animation), reporting to the Principal European Officer post in City and County of Swansea's Economic Regeneration & Planning Division. The function will be undertaken with support from other parts of the local authority as necessary, in particular the Finance Department. Tasks include:

- Secretariat to Swansea Rural Development LAG
- Preparation of reports and other associated documentation
- Collation of administrative body claims and checking of backing information
- Processing and submission of financial and output returns.
- Monitoring the administrative body budget codes for each funded project
- Preparation and distribution of publicity

For financial elements, to ensure separation of duties, Central Finance complete final checks on financial aspects of funding letters/amendment forms/ claim forms and arrange for sign-off via the Head of Finance.

#### Project Assessment Criteria

The project assessment and approval process will operate as a rolling programme based on needs identified by the Rural Thematic Development Officers and Administrative Body officer on an ongoing basis. The LAG will take decisions on balancing demand with the needs outlined in this Strategy, and the relative importance of the strategic objectives of the Strategy. The proposed project assessment criteria are set out below:

#### **PROJECT ASSESSMENT CRITERIA**

1. Is the application fully completed?

2. Will the project deliver to the 8 rural wards, 3 service centre wards, or operate from a host ward?

3. Does the organisation applying for RDP 2014-2020 support have the ability/capacity to deliver e.g. Staffing, administration systems, funding etc.?

4. Is the organisation in a position to provide the required match funding towards funding their project?

6. Does the proposed project clearly contribute to meeting the strategic objectives contained with the approved Local Development Strategy (LDS? In particular:

a) to what extent does the project contribute to the achievement of the LDS?

b) how does the project complement other activities covered by other relevant initiatives?

c) how does the project respond to and is consistent with identified need?

d) how far is the project support by evidence of actual or prospective demand (including assessment of potential displacement of existing activities)

e) how far is the intervention and delivery method appropriate?

f) does the proposal have realistic and measurable milestones with performance indicators, including cross-cutting themes indicators developed within them

g) how dependent is the activity on LEADER support to achieve its outcomes?

h) is the proposal value for money in terms of costs vs outcomes

i) is there a clear exit strategy?

7. Is the proposed activity and expenditure eligible under RDP 2014-2020 rules?

7. Does the idea have clearly defined goals and SMART objectives?
8. Is the project realistic and to an appropriate scale?
9. Is there a clear explanation of the proposed expenditure?
10. Does the project complement other activities proposed against the LDS and other relevant strategies as detailed in the LDS?
11. Is there firm evidence of need for the proposal?
12. Is the proposal appropriate for the local area and consistent with the needs set out in the LDS?

The shadow LAG has already discussed the implications of the limited resources available, and has agreed that prioritisation of resources will be essential to gain maximum impact. As such this means a more focussed approach to project development rather than an open call approach. The intention is to use the small team to be employed by the programme comprising an administrative body post covering administration and animation functions, and two development officers to work with the LAG and external stakeholders to identify priority activities for support to then develop into projects. This is likely to include early quick wins building on previous Business Plan 2 activity around tourism promotion and local food. However, there is a willingness to tackle more difficult issues, and this will be worked through once the new LAG membership is in place later in Spring 2015.

A two stage application process will be employed subject to caveats on resources above. This will be used to screen opportunities identified through consultation and discussions in the LAG to identify projects that could develop to full applications. Paperwork to support the process has not yet been finalised, but will be agreed by the new LAG by June 2015. The initial project assessment criteria will be used as the starting point. Administrative body staff will screen all applications for eligibility in line with the published LEADER Guidance and EC regulations.

## SECTION 3 - DELIVERY

Description	Explain how the Local Action Group (LAG) aims to transfer its stated objectives into delivery on the ground. The LAG should have a clear plan that links the result, the outputs that deliver the result, what activities will take place to deliver the outputs, how and when those activities will take place, and who will be responsible for delivering them.
Linked to	Sections 3.4 (including intervention logic table), 3.8, 3.9, 3.10 and 3.12 of the LDS Guidance June 2014

### **3.1 Description of the strategy and hierarchy of objectives**

*(2,500 words (narrative) plus up to 10 pages A4 in the form of an Intervention Logic Table (template provided))*

*This Section should include the following as a minimum:*

- ∨ *A description of how the LAG can improve and develop the area*
- ∨ *Identified 'hierarchy of objectives'*
- ∨ *Explanation of how earlier activity has influenced the strategy*
- ∨ *If you have previously implemented LEADER or other relevant programmes please explain how this experience has influenced the approach*

*Please also complete the Intervention Logic Table Template provided*

Based on ongoing conversations with partners in recent months including recent Swansea Rural Development LAG meetings, the following high level RDP Leader programme objectives recur as important:

- Adding value to local identity and natural and cultural resources
- Facilitating pre-commercial development, business partnerships and short supply chains
- Exploring new ways of providing non-statutory local services.

A written procedure was undertaken following the Rural Development Partnership meeting 8 January 2014 to agree the initial expression of interest:



Swansea Rural  
Development Partner

This was followed up at the 2013 Annual Event which took place 18<sup>th</sup> February 2014, where the afternoon workshop was dedicated to discussion around the Expression of Interest and the proposed strategy objectives. There was broad agreement of the proposals. The objectives set out in the EOI are the basis of the Strategic Objectives and Themes set out below as the starting point for the new LDS.

Renewable energy and digital technology are also important, but in terms of need on the ground the first three themes indicated above seem to have the most demand for support. In particular adding value to local identity was a strong theme coming out of the sustainable tourism study funded through Axis 4 running costs, which engaged with over 100 stakeholders from the tourism sector focussed on rural Swansea.

Our work under the RDP 2007-2013 through the current Axis 4 Leader has provided the ideal place to test approaches, bring interested groups together to work on common themes and encourage business growth, increasing the profile of dozens of micro-enterprises in the food and crafts sectors, and increasingly sustainable tourism through partnership working with Tourism Swansea Bay. The strategic vision in relation to tourism is also the subject of a strong partnership approach through the new Swansea Bay Destination Management Plan. Links between the existing RDP and the DMP are coherent, and much of the 'Business Plan 2' work currently underway is referenced in the Plan. Examples of previous work that will

influence the new work programme include:

- Suite of investments in physical infrastructure and tourism marketing under our tourism umbrella project including visitor accommodation improvements, additional walking routes, visitor attraction improvements and a range of interpretation and marketing leaflets electronic and hard copy that can now be exploited and better integrated in communities and businesses
- Basic service investments that provide facilities where events and consultations can take place and further developed; a successful Sunday bus service operation that can bring together public and private interests to further develop the service with real economic impact
- A range of village and small town improvements that provide sustainable venues that could be further exploited and more effectively networked with each other
- A range of conservation and heritage investments where dialogue with stakeholders has begun and could be further developed
- Significant effort in food, local crafts and natural resources that can be further exploited linked to the tourism initiatives referred to above, and have potential for cooperation activity building on relationships already developed with neighbouring LAGs.

The opportunity to formulate a successor Rural Local Development Strategy to bring focus to developments in the rural parts of Swansea for the next seven years ties in well with the higher level strategic context, providing a localised platform to test approaches that could be rolled out on a bigger scale and more widely within the programming period. Also the newly formed Swansea Bay Fisheries Local Action Group is only just beginning its work, but already the need to work across themes is becoming apparent, particularly around marketing and supply chain development. Leader is the best way to get the mainland groups together and would build on the strong platform developed over the past 6 years. A range of investments in the local fishing industry and community are creating a realistic prospect of a better marketing opportunity for local product offer and building urban-rural links in particular with Swansea Market, the largest indoor market in Wales. This has considerable potential when linked with the tourism investments cited above, and the large micro-enterprise base this would benefit collectively.

A review of the SWOT analysis in the current rural LDS was undertaken in December 2012 at our RDP Annual Event held in Pontarddulais, with representatives from across the rural wards present. Many of the issues remain salient, but with an increasing understanding of the need to support economic growth to support sustainability of our rural communities.

In summary, and based on needs coming through our existing networks and implementation of the current LDS for 2007-2013, the Swansea Rural Local Development Strategy 2014-2020 would seek to align local need with the above strategic drivers as follows:

### **TABLE 3: STRATEGIC AIMS AND OBJECTIVES**

**RURAL STRATEGIC AIMS AND OBJECTIVES****LEADER THEMES****Strategic Aim 1: Developing Businesses and their Potential**

<b>Objective 1:</b> Supporting and developing local and regional supply chains	Theme 2
<b>Objective 2:</b> Micro-enterprise support and incubation	Themes 2, 5
<b>Objective 3:</b> Supporting rural-urban links	Theme 4

**Strategic Aim 2: Adding value to and enhancing local identity**

<b>Objective 4:</b> Supporting local business and community capacity building and networking	Themes 2, 4, 5
<b>Objective 5:</b> Encouraging enhancement of local offer (especially food, crafts, recreation and tourism)	Themes 1, 2, 4, 5
<b>Objective 6:</b> Developing better marketing of local offer (especially food, crafts, recreation and tourism)	Themes 1, 2, 5

**Strategic Aim 3: Improving sustainability of rural basic services**

<b>Objective 7:</b> Developing new approaches to implementation of services	Themes 3, 4, 5
<b>Objective 8:</b> Encouraging development of small number of self-sustaining 'hubs'	Themes 2, 3, 4
<b>Objective 9:</b> Educating communities around new approaches to 'adopting' local services	Theme 3

**Strategic aim 4: Conserving our natural, cultural and built heritage**

<b>Objective 10:</b> Encouraging a conversation on sensitive development	Theme 1
<b>Objective 11:</b> Encouraging urban-rural links	Theme 1
<b>Objective 12:</b> Capitalising on potential of local natural, cultural and built heritage	Themes 1, 5

These objectives are intended to go wider than purely RDP Leader funding. Mapping of the objectives against the four leader themes is outlined in the Action Plan set out in Section 12.

The strategic aims and objectives are consistent with the overall strategic context for the region, and the aims and objectives of the current *Swansea Bay Fisheries Local Development Strategy 2012-2013*. Specific activities will fall out of discussions due to take place during Spring 2015.

As such there is a need for further detailed consultation on these objectives and the strategy document overall to achieve better citizen engagement. This has not been possible to date, not for a lack of financial resources, but due to the need to complete the complex Business Plan 2 programme in Swansea, large parts of which were delivered towards the end of 2014 putting a strain on resource available to either undertake consultation work in house, or indeed employ an external consultant to do so. Our proposed approach to addressing these issues through conversion of the current Shadow LAG to the new formal Local Action Group membership is set out in section 2.1 above and will be completed by July 2015.

The Intervention Logic Table is currently flatly apportioned across the five LEADER themes, as the LAG membership needs to be formally revised before a proper review and prioritisation of activities can take place. As described in Section 2.1 steps are in place to ensure this work is undertaken by July 2015.

### **3.2 Co-Operation and Networking**

*(1,000 words; up to 500 to be focused on preparatory activities)*

*This Section should include the following as a minimum:*

- ∇ *Describe how you will seek to incorporate co-operation and which of the co-operation stages outlined in the guidance (exchange of experience, transfer of practice or common actions) are envisaged.*
- ∇ *If your area, or parts of your area, have not used LEADER funds before please provide information on how you will learn from other LAGs.*

The focus of the 2007-2013 Rural Development Plan approach in Swansea was on local level activities, as the programme was new to the area, and there was a need for a high level of animation and capacity building support. Whilst this support was successful in engaging a number of key sectors and groups across the rural wards, a number of longer-term issues were uncovered during consultations and delivery of projects that still need to be addressed.

Early discussions with neighbouring authority areas of Neath Port Talbot and Carmarthenshire have identified a number of possible areas where cooperation projects could be helpful. These include community transport, as well as farming/food/local supply chains, in particular in the context of the Swansea Bay City Region.

There is openness to exploring ways of achieving cooperation by working across boundaries to achieve common solutions through involvement in practical networking sessions with the other Local Action Group partnerships in the wider Central and South West region. In particular food, crafts and tourism has been an area where cooperation has been tentatively explored in the 2007-2013 programme.

Opportunities to work with other areas have been taken under the previous programme, and it is hoped these links could be continued over the next few years, e.g. the current Rural Swansea Action team helping local producers from rural Swansea attend markets in Pembrokeshire, work with the Wales Community



Tourism Forum and Food Tourism project led by Carmarthenshire LAG, also working with Neath Port Talbot and Pembrokeshire. There is a lot of potential still to be explored, particularly around supply chains, and high-profile opportunities for local produce such as Swansea Market.

### **3.3 Description of Innovation**

*(1,000 words – to be linked to the actions described in Section 3.1 above and referring to the bullet point tick headings in Section 3.9 of the LDS guidance document)*

*This Section should include the following as a minimum:*

- v Demonstrate how the LDS will take advantage of the potential to experiment and innovate.*

The opportunity to pilot new products, services or ways of doing things provided by Leader through this Rural Local Development Strategy has great potential to act as a catalyst across Swansea and the wider south west region.

There is an increasing appetite in private, third and community sectors to ‘make a difference’, coupled with an imperative to find new and more cost-effective ways of providing services. There is demand from community councils and third sector groups to work on adoption of local services and also thematic demands around for example renewable energy options.

Various small scale activities undertaken during the two phases of the Rural Development Plan 2007-2013 in Swansea have demonstrated what can be achieved using Leader as a tool to bring interested parties together to work on common issues.

It is very apparent that local solutions depend on appropriate people, places and resources coming together at the right time to enable solutions to be developed.

### **3.4 Action Plan**

*This section is to be provided as a unified document with the Intervention Logic at Section 3.1 above. The ‘Who’ and ‘When’ elements required by the Commission have been added to the Intervention Logic table (can be indicative where exact details are not known). Please also show in the relevant columns where activities are expected to contribute to Cross-Cutting Themes, Welsh Language and supporting the Uplands.*

### **3.5 Promotional Activity**

*(1,000 words)*

*This Section should include the following as a minimum:*

- ∨ How you will advertise and promote the opportunities / benefits that the project is offering to target participants and/or sectors;*
- ∨ How you will work with identified stakeholders to promote the operation;*
- ∨ How you will publicise the results and impact of your operation;*
- ∨ How you will disseminate best practice;*
- ∨ How you will ensure that full acknowledgement of the funding from the European Union is clearly displayed including type of media utilised;*
- ∨ How you propose to 'fly the EU flag' during the week that includes 9 May;*
- ∨ How you propose to ensure that participants and/or enterprises are clearly aware of the funding received from the EU;*
- ∨ Confirmation that you will ensure that you liaise with RDP Communications staff and the Wales Rural Network on any proposed launches/press releases to be arranged/issued in relation to LEADER activities;*

This section outlines the Communications Plan for the Rural Development Strategy in line with Welsh Government and European Union guidance and requirements.

### **Advertising programme opportunities**

A number of inter-linked methods will be used to advertise the support available through the programme. A limited number of hard copy newsletters will be made available in key locations, backed up with social media presences on Twitter and Facebook, webpages on the City and County of Swansea website at [www.swansea.gov.uk/rdp](http://www.swansea.gov.uk/rdp) and limited runs of factsheets and case study material as the programme progresses. Reference will be made to groups and networks accessed or established during the RDP 2007-2013. Continual iterative feedback will also be employed between the lead body officer and the Rural Thematic Development Officers to assist specific targeting of groups and interests.

### **Engagement methods**

The programme will build on successful approaches used during the RDP 2007-2013 and lessons learned. A large amount of consultation has taken place during the programme, and information is also available from events and initiatives undertaken by other organisations that clearly identify areas of work needing input and support. Engagement methods will include:

- Distribution list containing over 250 stakeholders impacting rural Swansea
- Regular programme of events and consultations in line with the work programme to be agreed by the new LAG
- Social media channels and website to be kept regularly updated
- Promotion of networking opportunities through communication channels outlined above

- Presence at local events and shows such as Gower Show in August and other regular fixtures on the rural Swansea calendar of events

### **Publicising results and impact of the Strategy**

Existing methods of summarising activities in newsletters, annual reports and factsheets will be continued, but with significant refinements and simplifications to content and distribution methods, learning lessons from the existing programme. Press releases, advertorials in the local press and where capacity allows having a presence at local events and festivals will provide further avenues for promoting the results and impact of the Strategy as it progresses.

### **Dissemination of best practice**

The range of methods outline above will be used to ensure examples of best practice are effectively shared locally, regionally and where appropriate, nationally. Regular reporting between Rural Thematic Development Officers and the Lead body Officer will enable quick identification of suitable case studies for publication. Regular dissemination events will be scheduled during the programme to bring people together to showcase good examples of best practice on a thematic or sectoral basis as required.

### **Acknowledgement of European Union support**

All documentation across all media forms will acknowledge European Union support through use of the agreed official logos, and the agreed wording formula for press releases and other written communications. EU support will also be verbally acknowledged at events and meetings as appropriate.

### **Annual Publicity of 9th May Europe Day**

Europe Day will be acknowledged by flying the flag outside civic buildings, acknowledgement on the programme homepage on the City and County of Swansea website, and arrangement of appropriate activities and press notices to draw attention to Europe Day.

### **Awareness raising for participants/enterprises**

All correspondence and communications with participants and enterprises receiving support from the programme will be made aware of the EU funding contribution through the various measures outlined above. Any funding awards will clearly acknowledge the specific programme, relevant EU regulations and use of logos.

### **Liaison with Welsh Government RDP Communications team and Wales Rural Network**

Liaison with central teams in Welsh Government has been a beneficial way of ensuring national awareness of local and regional activity and ensuring that good practice can be shared and publicised effectively. Early warning of events and press notices will be given to Welsh Government colleagues to ensure maximum publicity

for the RDP nationally and locally.

## SECTION 4 – MANAGEMENT OF OPERATION

Description	Explain how the Local Action Group and its elected Administrative Body has the capacity and resources necessary to successfully deliver on the planned results, output indicators and activities.
Linked to	Part of Section 3.11 of the LDS Guidance June 2014 (remainder to be covered under Section 2 – Financial & Compliance)

### 4.1 Management and Administration

*(2,500 words)*

*This Section should include the following as a minimum:*

- ∨ *Evidence of an effort to collaborate with other LAG areas to produce the most cost effective management and administrative structure for the area*
- ∨ *A description of the management and monitoring arrangements of the strategy demonstrating the capacity of the LAG to implement the strategy*
- ∨ *Details of the number of staff anticipated to run and animate the LDS and structure of the animation/running cost functions*
- ∨ *Evidence of skills and training plans for staff of the Administrative Body*

City and County of Swansea is proposed as the local administrative body for the programme. Discussions have been progressed with Carmarthenshire County Council to explore the scope for efficiencies and having a single lead body arrangement. The discussion focussed around achieving a management and administrative structure that balances local development needs with pooling of resources at regional level to simplify contact with Welsh Government. Having looked closely at the needs and demands of running the proposed programme, and the financial allocations involved, it would be very difficult to achieve efficiencies in terms of financial savings. The nature of the programme requires localised support. This is not the same as running a regional collaboration for a regionally-designed project for example. Based on the particular circumstances of Swansea and Carmarthenshire, with different systems and approaches and the need to enter complex legal agreements for what are relatively small programmes, it would be impractical and more inefficient to brigade. Discussions have however covered the possibility of regional promotion of Leader by working cooperatively, and looking to work together on themes of common interest through cooperation budgets, and sharing costs for specific tasks such as publicity and evaluation.

The primary need in Swansea’s rural areas is for experienced facilitators able to work on the ground within communities with micro-enterprises, community groups and the wide range of other local stakeholders to build on the successes of the previous RDP, and begin to tackle some of the more deep-seated unresolved issues that continue to stifle sustainable and balanced economic and social development in the rural wards.

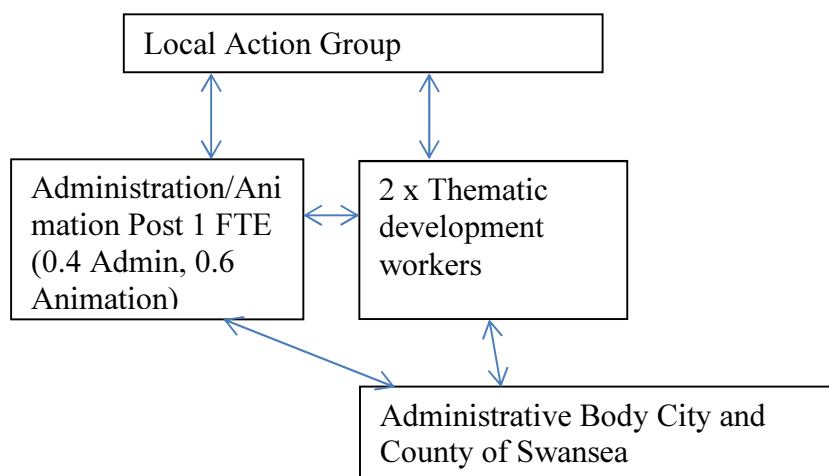
The staff resource allied with a modest development fund over the programming period will enable capacity building and feasibility work to take place, with funding for pilot projects to be supported to back that work up. The proposed team structure is set out below:

Administration and animation (25%)

Administration costs are worked out at maximum 10% of the overall RDP budget, and 15% allocated towards ‘animation’ activity, i.e. promoting and evaluating the Strategy. In terms of staff costs, 1x FTE is envisaged to cover administration (0.4 FTE) and animation (0.6 FTE) working across administrative running costs and animation activity in relation to the Strategy. The staffing allocation is proportionate to the indicative scale of the programme, on the basis that there will be a smaller number of projects supported at local level, and a simpler delivery structure set out below. Systems will be established to keep audit trails fully compliant but as short as possible.

Leader programme delivery (75%)

At the start of the programme, it is proposed to employ 2 x FTE Rural Thematic Development Officers to work across the themes and objectives set out in the Strategy, responding to local need as the programme progresses. The RTDOs will have access to a £450k development fund set aside within the indicative 7 year allocation to enable funding of small experimental initiatives and activities during the programme. This equates to £65k per year, and will focus attention on small scale pilot projects that result from capacity building and networking within the rural wards and service centres.



A more focussed programme will result from this structure, providing the resource for the LAG to work with to enable a full programme of networking and consultation, direct feedback to the LAG to enable proper discussion of priorities, and sufficient administrative resource to manage the small number of resulting projects. The team will work to the LAG membership to ensure a totally bottom up process of identification of the work programme and detailed interventions using the limited resources available. It is hoped this model will provide the best balance between staffing resources, expertise from the LAG membership, administrative and policy support from the Administrative Body to enable effective delivery of the LDS.

### **Staff skills and training**

The complexity of the systems and procedures to run the programme necessitates a level of skills and training for new staff. The Principal European Officer is experienced in supporting delivery of a range of European-funded programmes, including the 2007-2013 RDP in Swansea. Good practice from the previous programme, developed with new guidance in place for the 2014-2020 round will be used to up-skill new staff to ensure efficient programme delivery. Training will also be made available to new and existing LAG members to update them on the parameters of the new programme.

## **SECTION 5 – VALUE FOR MONEY**

Description	Explain how the proposed actions and expenditure outlined in the Local Development Strategy represent the best use of EU funds. Explain how the costs included are reasonable, such as the cost and number of staff required to deliver the proposed activities.
Linked to	Section 3.4 and 4.0 of the LDS Guidance June 2014 Details of Section 3.4 have already been provided in Section 3 of this template (Intervention Logic)

### **5.1 Financial Delivery Profiles**

*Please complete the delivery profile templates provided.*

*Please note that you are asked to provide annual profiles at this stage in the process. You will be asked to input detailed quarterly profiles into PPIMS at a later date.*

- ∨ Running Costs and Animation Costs should not exceed 25% of the total RDP funds (minus preparatory costs)
- ∨ Running Costs, Animation Costs and Preparatory Costs can be 100% funded

through the RDP

- ∇ The LEADER implementation costs must include a minimum of 20% match funding
- ∇ Capital expenditure should not exceed 5% of overall implementation expenditure
- ∇ Sources of match funding should be identified, including the type (i.e. cash or in-kind)
- ∇ Please state if you are likely to opt for simplified costs (further guidance will be issued as soon as available)
- ∇ If a LAG does not propose to combine costs with other LAGs a robust justification is required
- ∇ Full rationales (including explanation of assumptions) must be provided for all costs in order demonstrate reasonableness of costs
- ∇ 10% flexibility will be allowed at Cost Heading 'Category' level not 'Sub Category' (see delivery profile template for further detail)

Running costs are capped at the defined percentages and 100% funded.

The three posts identified – Animation/Admin and 2 x Thematic Development Officers are costs at City and County of Swansea Grade 9 level with annual increments and including on costs at 30% including NI and pension contributions.

Match funding is identified at 20% from volunteer time and staff time from core funded Principal European Officer post. We do wish to explore indirect costs, which would form part of the match funding contribution. Temporarily the time allocation against the European Officer post has been increased to accommodate for this, but would be replaced by the indirect cost method once agreed.

Discussions had been progressed with Carmarthenshire County Council to explore the scope for efficiencies and having a single lead body arrangement. The discussion focussed around achieving a management and administrative structure that balances local development needs with pooling of resources at regional level to simplify contact with Welsh Government. Having looked closely at the needs and demands of running the proposed programme, and the financial allocations involved, it would be very difficult to achieve efficiencies in terms of financial savings. The nature of the programme requires localised support. This is not the same as running a regional collaboration for a regionally-designed project for example. Based on the particular circumstances of Swansea and Carmarthenshire, with different systems and approaches and the need to enter complex legal agreements for what are relatively small programmes, it would be impractical and more inefficient to brigade. Discussions have however covered the possibility of regional promotion of Leader by working cooperatively, and looking to work together on themes of common interest through cooperation budgets, and sharing costs for specific tasks such as publicity and evaluation.

Rationales are included in the appropriate spreadsheets.

## SECTION 6 – INDICATORS & OUTCOMES

Description	Explain how the Local Action Group intends to deliver the result and output indicators identified and all associated targets.
Linked to	Section 4.1 of the LDS Guidance June 2014

### 6.1 Monitoring and Results

*This Section should include the following as a minimum:*

- ∇ *A detailed narrative of the expected outputs, results and impacts that will derive from the proposed operations.*

*Please also complete the Performance Indicator table provided (within the delivery profile template) and the intervention logic table at Section 3.1.*

A basic flat apportionment has been undertaken at this stage with outputs and finance as there has not been sufficient time to properly consult with the shadow LAG on a more detailed programme of interventions due to the need to commit resources to the completion of Business Plan 2 from RDP 2007-2013. The flat apportionment is temporary until the new LAG membership (to be established as described in 2.1 above) is in place and undertakes a formal review of the LDS objectives and prioritisation of the themes. This exercise will be completed by July 2015. This will include a more realistic distribution of the outcomes across the calendar years under the direction of the LAG.

Five indicators are stipulated for Leader activity. In this first iteration of the Strategy, proposed outcomes are indicative and will be subject to change as implementation progresses. Proposals set out below under each indicator will be subject to review by the LAG, and in the light of actual work with communities and businesses. Initial proposals are explained below.

No. of operations: There is scope for a networking project under each of the five Leader themes. Subsequent operations will depend on how the initial capacity building phase develops. It is likely that if networking and capacity building are successful, an operation to undertake a feasibility or scoping study will emerge. This may then be tested by one or more pilot projects. This could mean 4-5 operations per Leader theme.

Focus area(s) addressed: Based on the proposed objectives of the Strategy, the following focus areas are likely to be covered, under RDP Priority 6 Promoting social inclusion, poverty reduction and economic development in rural areas:



- a) Facilitating diversification, creation of new small enterprises and job creation
- b) Fostering local development in rural areas
- c) Enhancing accessibility to, use and quality of information and communication technologies (ICT) in rural areas.

Businesses benefiting: Existing networks under Axis 4 Leader 2007-2013 in Swansea have seen over 200 micro-businesses participating and benefiting from support, taking into account food, crafts and tourism businesses. The final definition of numbers benefiting will depend on the definition of 'benefiting' agreed at programme level.

Communities benefiting: It is envisaged that support will be provided over the 7 year programme in all 8 rural wards and 3 service centres. There are smaller communities within each ward, but as a minimum 11 communities will benefit.

Jobs created: Jobs created is the most difficult output to fulfil given the small scale of the enterprises the programme intends to work with, usually fractions of Full-Time Equivalent posts. 5-10 FTE has been achieved under the 2007-2013 programme after lengthy periods of capacity building work. The more targeted approach proposed through the 2014-2020 programme could mean better results, but it is difficult to estimate at this early stage of the programme.

## 6.2 Evaluation Plan

*This Section should include the following as a minimum:*

- ∨ *Please specify your proposals for evaluating performance against the LDS*
- ∨ *Provide details of the methodology you propose to use to evaluate the benefits of the LEADER activity*
- ∨ *Details of baseline data*
- ∨ *Provide an explanation and justification of the chosen evaluation methods both during the life of the operations or activity (formative) and at the end of the operations or activity (summative)*

### Evaluating Performance against the LDS

Evaluation approaches will build on the successful framework used to monitor the 2007-2013 Rural Strategy and its underpinning business plans and projects.

Quarterly and Annual Reports provide:

- A concise report on progress for the preceding quarter
- Expenditure to date against profile (including RDP grant and match funding breakdowns)
- Progress against outcomes
- Update on promotional activity
- Update on cooperation activity
- Progress against cross-cutting themes

- Any other relevant information

The reports will ensure a breakdown of activity that reports against each Strategy Objective. The more limited levels of funding will require prioritisation of resources by the LAG.

#### Methodology to evaluate the benefits of LEADER activity

Initially the approach will follow the successful model of evaluation employed on the two business plan periods from the 2007-2013 programme in Swansea. This would involve procuring an external evaluator to:

- Review the effectiveness of the governance arrangements between the Administrative Body and the LAG Partnership
- Review the effectiveness of the LAG Partnership, its membership and its role in implementing the LDS
- Assess the implementation of the LDS in relation to the evolving programme of work established on an annual basis by the LAG Partnership
- Assess the impact of LDS delivery on the areas of work the LAG Partnership chooses to focus on, including specific workshops for LAG members and project sponsors as appropriate
- Undertake fieldwork with beneficiaries of the LDS to assess the effectiveness of the programme
- Make use of data collected by the Administrative Body and projects to help limited resources go further.

Ideally a baseline report will be produced using the version of the LDS current at that point in the programme. Further reports will then be required on an annual basis to inform the annual review of the Strategy and suggest refinements to the approach.

#### Details of Baseline data

Baseline information will be drawn from the characteristics section of the Strategy, but it will also be possible where relevant to reference indicators to be agreed for the Swansea Bay City Region Regeneration Strategy and the Regional Delivery Plan for Employment and Skills of the Regional Learning Partnership for South West and Central Wales, both of which will have formal performance indicators allocated during 2015.

Explanation and justification of the chosen evaluation methods both during the life of the operations or activity (formative) and at the end of the operations or activity (summative)

The formative evaluation approach used for the two Business Plans that delivered the 2007-2013 strategy was successful in enabling reviews to programme delivery on an ongoing basis. A scaled-down version of this approach will be employed for the 2014-2020 Rural Strategy, in view of the reduced budget available and the intention to target resources on a smaller number of projects. The evaluation process will include an appropriate level of fieldwork (direct contact with project beneficiaries) linked back at every stage to implementation of, and influence on the

design of the LDS.

The approach of a baseline report, interim report(s) and final report worked well for Swansea under the 2007-2013 programme. The main advantage was providing a 'critical friend' approach to challenge projects during implementation to enable scope for improvements during the lifetime of the Strategy. The proposal for a thorough annual review of the LDS underlines the need for regular external challenge. The resources allocated would be proportionately smaller than the 2007-2013 RDP in Swansea, but there would be scope for the external evaluator to consider 'piggy-backing' on consultation opportunities, regular LAG Partnership meetings or project reviews to reduce costs. Overall this would provide a good model for evaluating the new programme, with shorter interim reports to accommodate the longer period of delivery in a single programme compared to the two business plans-approach of the previous programme. This would provide an informed approach to the annual review of the LDS, though timing would need to be scheduled to coincide with the formal Welsh Government timetable for the annual Strategy review.

A final summative report will be requested to draw the previous annual reports together and provide an overview of the implementation of the LDS to identify successes, good practice and areas for improvement in future programmes.

Consideration will be given to to work on a regional basis if this is considered necessary with a steer from Welsh Government, or at the very least to agree a consistent approach with the other LAGs to ensure resulting reports are comparable.

## SECTION 7 – SUITABILITY OF INVESTMENT

Description	Explain the need and demand for the Local Action Group and the actions identified in the Local Development Strategy and whether this demand is already being met through existing provision. Explain how the Local Action Group will be able to successfully deliver the proposed activity.
Linked to	Sections 3.2 and 3.3 of the LDS Guidance June 2014

### **7.1 A description of the community involvement process in the development of the strategy**

*(1,000 words plus a list of consultee groups and organisations)*

*This Section should include the following as a minimum:*

- ∇ *Communications Plan showing how the various interests have been consulted with in preparation of the strategy and how they will continue to be included and kept informed during delivery*
- ∇ *Evidence of dialogue with and between local citizens at each of the key*

*stages in the design of the strategy*

Communications plan showing consultation with various interests in preparation of strategy and how they will be kept included and informed

The proposed local action group is based on a review and consolidation of local working arrangements for the RDP 2007-2013, building on the good networks and working relationships developed over the last 7 years, but with an eye to opportunities to further develop the Leader approach. Whilst the networking and engagement activities under the 2007-2013 round have been successful in bringing together a number of local groups to encourage growth and cooperation in and between local micro enterprises, there remains significant untapped potential which can only be unlocked with further responsive Leader-based support, networking and capacity building. Merging the existing Swansea Rural Development Partnership and Rural Swansea Action Management Committee is the first planned step. As such these groups are already representative of key interests across the rural parts of Swansea.

Swansea is currently acting as lead body for the Swansea Bay Fisheries Local Action Group, with a local development strategy for the European Fisheries Fund covering Swansea, Neath Port Talbot and Bridgend. There is considerable opportunity to exploit these links in terms of encouraging sustainable production, supply chains and marketing/tourism potential.

Compared to 2006 when the Swansea Rural Development Partnership was first established, networks are now far stronger, and implementation of Business Plan 2 in particular has touched a large number of business and community organisations across the rural wards. Over 250 organisations are part of the mailing list created through our previous Rural Swansea Action LAG which is still operated and used to provide updates and exchange information. With these networks in place, and a good level of understanding generated through participation in the current RDP across our partners and networks, there is a good level of engagement with our rural communities. Ongoing conversations around the existing programme have helped suggest amendments to the SWOT analysis, and setting the strategic themes and objectives for the Strategy.

The Swansea Rural Development Partnership continues to be very well attended, and has matured well into its role as gatekeeper for the current LDS. Membership does need to be reviewed, and whilst the overall size of the group has to be kept manageable, the Partnership is open to new members. A review in tandem with design of the new LDS will be undertaken to ensure consistency with any new themes emerging, and making the most of interest from new members willing to engage with the process. The proposed Task & Finish Group will lead the process of establishing the revised membership and steering a programme of work for formal consultation on the new LDS and the forward work programme for the LAG. The former RSA mailing list will be updated and used as a key means of disseminating information to wider stakeholders, and social media channels will be exploited along with new options from an update of the Swansea Council website content

management system that will enable better online interaction with stakeholders during 2015.

### Evidence of dialogue with citizens

A review of the SWOT analysis in the current rural LDS was undertaken in December 2012 at our RDP Annual Event held in Pontarddulais, with representatives from across the rural wards present. Many of the issues remain salient, but with an increasing understanding of the need to support economic growth to support sustainability of our rural communities. Following submission of the Expression of Interest for Leader status for Swansea's rural wards in January 2014, workshop sessions were undertaken at the 2013 Annual Event (postponed to February 2014) which was attended by around 30 representatives of Swansea's rural communities, and organisations involved in delivery of the existing programme. There was broad support for the objectives as set out in the hierarchy of objectives section of the Strategy. A consultation survey was issued during September 2014 to get views on the proposed objectives. Whilst the response rate was low – from a circulation list of over 250 contacts only 9 returns were received, the proposed objectives were supported by the majority of those that responded, with a number of suggestions for implementation that will be summarised and made available to the Partnership to get the programme started in early 2015. The final Annual Event for the 2007-2013 Strategy will take place in November 2014, and provided a opportunity for further discussion around the new Strategy and the initial areas for the new team to begin work on in 2015. Time commitments in finalising Business Plan 2 have delayed our work in making more progress with the implementation of the 2014-2020 round, but as this work nears completion in March 2015, it will be possible to divert more resources to energising development of the new programme, moving from the current shadow LAG to formally introducing the new membership, and getting prioritisation of resources and cooperation activity underway between April and July 2015. Until the three posts anticipated to manage and implement the programme are formally in place, there will be limitations on how quickly developments can take place. The establishment of the new Task & Finish Group is a step towards ensuring management of the process by community representatives to ensure a full bottom-up process is achieved and a more iterative process than was achieved under 2007-2013 arrangements.

## **7.2 SWOT Analysis to show development needs and potential of the proposed area**

*(No word limit – table format)*

Please provide a SWOT analysis in a table format based on the model of the SWOT in the RDP consultation document:

<http://wales.gov.uk/consultations/environmentandcountryside/rdp-2014-2020-next-steps-consultation/?lang=en>

The following table presents a concise analysis of the current situation in rural

Swansea, identifying the main opportunities and problems.

**Table 2: SWOT Analysis**

Strengths	Opportunities
<ul style="list-style-type: none"> <li>• Gower Area of Outstanding Natural Beauty</li> <li>• World-class natural environment</li> <li>• Large areas of unspoilt coastal and inland environments adjacent to urban core</li> <li>• Large number of indigenous micro-enterprises in tourism, agricultural and crafts sectors</li> <li>• Popular annual festivals, e.g. Gower Show, Gower Festival</li> <li>• Range of integrated tourism marketing materials and small scale infrastructure from 2007-2013 programmes</li> </ul>	<ul style="list-style-type: none"> <li>• Access to improvements to infrastructure and buildings from 2007-2013 EU funding programmes, e.g. Felindre Business Park, numerous facilities across rural wards</li> <li>• Swansea City Centre</li> <li>• Opportunities to evaluate community-based renewable energy options</li> <li>• Local networks and interest groups: tourism, food and crafts producers, Gower Landscape Partnership, AONB Partnership</li> </ul>
Weaknesses	Threats
<ul style="list-style-type: none"> <li>• Negative perceptions of ability to undertake development vis a vis planning requirements</li> <li>• Availability of public transport</li> <li>• Availability of quality tourism facilities at key locations, e.g. parking</li> </ul>	<ul style="list-style-type: none"> <li>• Decline of rural services</li> <li>• Prevailing memories of unsuccessful cooperation initiatives, e.g. Gower Growers</li> <li>• Inappropriate developments</li> <li>• Longer term sustainability of services and facilities</li> </ul>

## SECTION 8 – CROSS CUTTING THEMES

Description	Explain how the Local Action Group will maximise its contribution towards the Cross Cutting themes of Equal Opportunities, Sustainable Development and Tackling Poverty.
Linked to	Sections 3.6 and 3.7 of the LDS Guidance June 2014

### 8.1 Cross-Cutting Themes

*(1,500 words)*

*This Section should include the following as a minimum:*

- ∨ *Information as to how you intend the LDS activities to maximise their contribution to the Cross Cutting Themes of Equal Opportunities, Sustainable Development and Tackling Poverty and Exclusion*
- ∨ *Show how the LDS will follow the terms of the Welsh Language Commissioner's document 'Grants, Loans and Sponsorship; Welsh Language considerations'.*

This section sets out in broad terms the approach to applying the cross-cutting themes to implementation of the Strategy.

### **Equal opportunities and gender mainstreaming**

Equal opportunities principles are fundamental to the approach to delivering the Strategy. Successful integration of equal opportunities in the previous 2007-2013 programme of projects informs the approaches that will be taken. The starting point is the need to reduce injustice and promote social cohesion, providing the opportunity for all eligible beneficiaries to participate and use their skills and abilities to raise the level of GDP in Wales and address the imbalance in earning for women and men and others with protected characteristics. Examples include:

- Careful marketing and promotion of consultation and networking events, targeting specific groups where appropriate.
- Tailoring content of sessions to the needs of particular target groups, using prior experience and research as appropriate.
- Careful selection of venues for events, meetings and other gatherings to maximise participation.
- Ensuring appropriate equipment is available to maximise participation (e.g. audio-visual, access, formatting and availability of documentation)
- Embedding equalities requirements in specifications for projects, activities and studies.
- Ensuring good transport access, e.g. public transport, allocation of disabled parking for park and ride.
- Avoiding any form of bias in literature.

### **Sustainable development**

Sustainable development is an integrated component of all proposed activities under the Strategy. Examples include:

- Considering studies into alternative renewable energy sources
- Exploring potential for shortening of supply chains, bridging urban-rural links and access to local and sub-regional markets to reduce food miles and improve local identity
- Influencing business and community practices to encourage sustainable approaches

- Piloting of new approaches to service delivery in the community.
- Building on networks formed during Rural Development Plan 2007-2013 period and developing them further to help bring communities and other interests together to solve common problems.
- Building on walking and cycling marketing and infrastructure improvements from RDP 2007-2013.

### **Tackling poverty and social exclusion**

The 2007-2013 Rural Development Plan identified a range of poverty and social exclusion issues as a result of various projects operating under both Business Plans. Issues such as fuel poverty, rural isolation and distance from services, access to transport are just a few of the critical issues facing rural communities in Swansea. Means of addressing these link to the other cross-cutting themes and could include:

- Exploring options for widening access to community transport
- Building on previous Youth Service interventions to encourage local groups to take on similar activities using local resources
- Exploring potential for community-based joint service provision using existing models of best practice e.g. Llanmadoc Community Shop, and using lessons learned for other initiatives, e.g. future use and operation of Pennard Library.
- Addressing fuel poverty issues through exploration of different forms of renewable energy.

### **Welsh Language**

The importance of the Welsh language was acknowledged through a specific objective in the previous *Swansea Rural Local Development Strategy 2007-2013*, which was 'to support initiatives which encourage the use of the Welsh language and the retention of Welsh culture. The objective was subsequently delivered in particular by Menter Iaith Abertawe through projects funded under basic services and conservation of rural heritage measures respectively. Use of the Welsh language was also embedded throughout the programme.

The purpose of the projects was to encourage the use of the Welsh language through provision of translation services. The cultural heritage provision was particularly targeted at young people. These simple projects helped communities, businesses and individuals to get more from the language by making use of it in their everyday situations. Another successful example was the production of bilingual walking and cycling materials by Cazbah Ltd across electronic and hard copy mediums show successful integration of Welsh and English. These examples could serve as models for new approaches under the 2014-2020 RDP.

Use of the Welsh language is stronger in northern parts of Swansea, co-terminus with neighbouring authority areas of Neath Port Talbot and Carmarthenshire. There is scope to explore the potential for cooperation projects around the theme of the Welsh language, and learn from the approaches used by Menter Iaith Abertawe under the 2007-2013 RDP. The potential to support the language could be realised in many ways including:



- Bilingual provision of information across all mediums
- Pilot projects around pre-commercialisation, branding potential, cultural heritage and identity, digital approaches
- Working with young people
- Support for micro-enterprises and community groups in their use of the language as an asset

The 2007-2013 RDP has shown the potential for the ways that support for the Welsh language can be provided. Good practice from the Menter Iaith Abertawe projects should be explored and embedded in new approaches coming forward through the 2014-2020 funding round. This will include use of the Welsh Language Commission Guidance 'Grants, Loans and Sponsorship'.

## **8.2 Supporting the Uplands**

*(1,000 words)*

*This Section should include the following as a minimum:*

- ∇ *Define the areas of uplands which the LAG feels should be a priority with a description of interventions and activities which are envisaged under the LEADER themes.*

Geographically there is limited scope for the Swansea Rural Strategy to contribute to supporting the uplands area. However, opportunities to work on themes of common interest will be explored through cooperation activity across the region.

## **SECTION 9 – LONG TERM SUSTAINABILITY**

Description	Explain the potential of the Local Action Group to continue the proposed activity beyond the lifetime of the Programme.
Linked to	Section 5.0 of the LDS Guidance June 2014

## 9.1 Mainstreaming Plan

- ∇ *A plan for how you envisage the actions supported under the LDS will be disseminated and to whom*
- ∇ *How you would seek to mainstream successful actions*

### Programme level

As with the 2007-2013 Rural Development Plan, the intention is to ensure consistent and effective dissemination of programme information and results. This will be achieved through refined, more concise documentation targeted around the programme themes. Opportunities will include:

- Annual events, supplemented by regular community-based sessions facilitated by RDP staff will provide a good vehicle for raising programme profile and the methods being explored.
- Briefings for community councils, local ward member and local groups (community-based, micro-businesses etc) will be part of an ongoing programme of engagement.
- Frequent publication of newsletters and bulletins using the over 250 contact mailing list and further development of this list
- LAG members feeding back through their networks
- Regular reporting the LAG itself and updates posted via website and social media
- Annual reports including information on updates to the LDS and actions implemented during the preceding year
- Feedback at national and regional meetings of LAGs including events arranged through the Wales Rural Network.

### Mainstreaming by communities and businesses

The primary tool for mainstreaming is adoption of newly piloted methods by local businesses and communities. The best legacy of any support programme is its success meaning it 'works itself out of a job'. The 'animation' of an area, even the relatively small rural wards and populations is a big task compared to the resources available. Effective networking and building of relationships and cooperative approaches to finding solutions and piloting approaches to rural economic development are the core aim of the programme. Adoption of the approaches is the best mean of mainstreaming. In some cases additional larger scale funding may need to be sought to roll out a proposal on a wider basis, perhaps with cooperation funding, or by accessing other funds such as the other European Structural and Investment Funds. Implementation of actions through groups formed through

LEADER processes and existing umbrella organisations e.g. Tourism Swansea Bay will be an important means of achieving this.

### **New approaches to service delivery**

Public sector mainstreaming could be more difficult to achieve in view of shrinking resources. However, new approaches to service delivery that could involve community adoption of basic services, as well as testing approaches for local 'hubs' could result in entirely new ways of working that result in public sector cost savings and more active buy-in from local communities to delivering the services they require at local level.

Opportunities for mainstreaming and dissemination will be actively explored and discussed throughout the programme.

## SECTION 10 – DECLARATION AND SIGNATURE

I am acting with the authority of the Local Action Group and certify to the best of my knowledge and belief the information provided in this Local Development Strategy application and supporting documentation are true and correct and the application for financial assistance is for the minimum required to enable the project to proceed.

I undertake to notify the Welsh Government in advance of carrying out any changes to the nature of this project.

I also confirm that I am not aware of any reason why the project may not proceed and that the commitments and activities can be achieved within the timescales indicated.

### **Local Action Group (LAG) Representative**

<b>Signed:</b>	
<b>Name:</b>	
<b>Chair/Deputy Chair LAG:</b>	
<b>Date:</b>	

### **Administrative Body Representative**

<b>Signed:</b>	
<b>Name:</b>	
<b>Position in Administrative Body:</b>	
<b>Date:</b>	

**A signed hard copy of the Local Development Strategy must be received at the address below no later than 30 September 2014**

Scheme Management Unit, Welsh Government, Rhodfa Padarn, Llanbadarn Fawr,  
Aberystwyth, Ceredigion. SY23 3UR

Please submit an electronic copy to: [LEADER2014-2020@wales.gsi.gov.uk](mailto:LEADER2014-2020@wales.gsi.gov.uk)

**LDS Indicative Allocation Financial Summary**

<b>LAG Name</b>	<b>Swansea Rural Development Partnership</b>
<b>Date Completed/Updated</b>	<b>13/05/15</b>

*Please complete the table below*

Actual %

Example LDS Financial Summary/Calculation

	£	
Total RDP Indicative Allocation	1,454,000.00	
<b>Minus:</b>		
Preparatory Costs (100% RDP funded) <i>Maximum allowable of £50,000</i>	0.00	
	<b>1,454,000.00</b>	
<b>Minus:</b>		
Running Costs (100% RDP funded) <i>Maximum 10% allowable for running costs</i>	145,400	10%
Animation Costs (100% RDP funded) <i>Maximum 25% allowable for animation and running costs combined</i>	218,100	15%
Total RDP remaining for implementation	<b>1,090,500.00</b>	
(Implementation)	<b>1,363,125.00</b>	
Match Funding required (minimum 20%)	<b>272,625.00</b>	20%

	£
Total RDP Indicative Allocation	2,000,000.00
<b>Minus:</b>	
Preparatory Costs (100% RDP funded) <i>Maximum allowable of £50,000</i>	50,000.00
	<b>1,950,000.00</b>
<b>Minus:</b>	
Running Costs (100% RDP funded) <i>Maximum 10% allowable for running costs</i>	195,000
Animation Costs (100% RDP funded) <i>Maximum 25% allowable for animation and running costs combined</i>	292,500
Total RDP remaining for implementation	<b>1,462,500.00</b>
(Implementation) <i>(1,462,500 divide by 4 then multiply by 5)</i>	<b>1,828,125.00</b>
Match Funding required (minimum 20%)	<b>365,625.00</b>

**\*On all tabs, please complete the white boxes only. This includes the amending of % (in column C above) if required**



**LDS Financial Summary by Theme and Sub Measure**

<b>LAG Name</b>	<b>Swansea Rural Development Partnership</b>
<b>Date Completed/Updated</b>	<b>13/05/15</b>

<b>Theme / Sub Measure</b>	<b>Total Value</b>
Theme 1	£265,925.04
Theme 2	£265,925.04
Theme 3	£265,925.04
Theme 4	£265,925.04
Theme 5	£265,925.03
Co-Operation	£35,000.00
Preparatory Costs	£0.00
Running Costs	£145,400.00
Animation Costs	£218,100.00
<b>Total</b>	<b>£1,728,125.19</b>



## Simplified Costs - Total Unit Costs

<b>LAG Name</b>	<b>Swansea Rural Development Partnership</b>
<b>Date Completed/Updated</b>	<b>13/05/15</b>

### Examples

Post Name	Unit Type	Capital / Revenue	Unit Rate	Maximum Number of Units	Total Unit Cost
e.g. Finance Manager	UC - Staff - GBP	Revenue	Approved Hourly Rate	Approved Number of Hours	£
e.g. All Staff (Organisation/Department)	UC - Staff - GBP	Revenue	Approved Hourly Rate	Approved Number of Hours	£
e.g. Grade X Average	UC - Staff - GBP	Revenue	Approved Hourly Rate	Approved Number of Hours	£

### Running Costs Project

Post Name	Unit Type	Capital / Revenue	Unit Rate	Maximum Number of Units	Total Unit Cost
	UC - Staff - GBP	Revenue			£0.00
	UC - Staff - GBP	Revenue			£0.00
	UC - Staff - GBP	Revenue			£0.00

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### Animation Costs Project

Post Name	Unit Type	Capital / Revenue	Unit Rate	Maximum Number of Units	Total Unit Cost (£)
	UC - Staff - GBP	Revenue			£0.00
	UC - Staff - GBP	Revenue			£0.00
	UC - Staff - GBP	Revenue			£0.00

### Implementation Project

Post Name	Unit Type	Capital / Revenue	Unit Rate	Maximum Number of Units	Total Unit Cost (£)
	UC - Staff - GBP	Revenue			£0.00
	UC - Staff - GBP	Revenue			£0.00
	UC - Staff - GBP	Revenue			£0.00

LDS Financial Delivery Profile - Running Costs

LAG Name	Swansea Rural Development Partnership
Date Completed/Updated	13/05/15

Category	Sub Category	Expenditure Type Actual (Cash) / In-Kind / Simplified / Procurement <small>The procurement option is available as an expenditure type on WEFO Online but please do not use</small>	Where this expenditure heading is Staff does the Flat Rate apply? Yes or No	Total Expenditure / Value of Category £	Retrospective Costs (£) <small>(From 1 Feb 2015)</small>	EXPENDITURE & INCOME TARGETS (£)															
						Period 0	Sep-15	Dec-15	Mar-16	Jun-16	Sep-16	Dec-16	Mar-17	Jun-17	Sep-17	Dec-17	2018	2019	2020	2021	Total
<b>Actual Expenditure</b>																					
Accommodation	Accommodation	Actual		6,967.03		268.00	267.99	267.96	267.96	267.96	267.96	267.96	267.96	267.96	267.96	267.96	1,071.84	1,071.84	1,071.84	1,071.84	6,967.03
Administration	Administration	Actual		3,031.17		116.58	116.58	116.57	116.58	116.58	116.58	116.58	116.58	116.59	116.59	116.59	466.34	466.34	466.34	466.34	3,031.17
Depreciation	Depreciation	Actual		0.00																	0.00
Estates	Estates	Actual		0.00																	0.00
Grants (no grants to commercial businesses)	Grants	Actual		0.00																	0.00
Human Resources	Human Resources	Actual		1,830.66																1,830.66	1,830.66
ICT	ICT	Actual		0.00																	0.00
Legal & Professional	Legal & Professional	Actual		0.00																	0.00
Marketing and Promotion	Marketing and Promotion	Actual		0.00																	0.00
Overheads (Direct)	Overheads	Actual		0.00																	0.00
Plant Machinery & Other Equipment	Plant Machinery & Other Equipment	Actual		0.00																	0.00
Procurement	Procurement	Actual		0.00																	0.00
Staff (use for Direct costs only)	Staff	Actual	Yes	114,340.99		4,058.13	4,058.12	4,171.82	4,171.82	4,171.83	4,171.83	4,293.91	4,293.92	4,293.92	4,293.92	4,293.92	17,741.07	18,206.90	18,206.90	18,206.90	114,340.99
Travel & Transport	Travel & Transport	Actual		2,079.00		79.96	79.96	79.96	79.96	79.96	79.96	79.96	79.96	79.96	79.96	79.96	319.84	319.84	319.84	319.88	2,079.00
VAT - Irrecoverable	VAT - Irrecoverable	Actual		0.00																	0.00
<b>Simplified Costs</b>																					
Flat Rate <small>Calculate 15% of the total value of staff cost headings where you have indicated that flat rate applies</small>	FR-15-GEN	Simplified		17,151.15		608.71	608.72	625.77	625.77	625.77	625.77	644.09	644.09	644.09	644.09	644.09	2,661.16	2,731.04	2,731.04	2,731.04	17,151.15
Unit Cost (simplified cost method for staff) <small>This value should be equal to the Total Unit Cost value noted on the Unit Cost Tab</small>	UC - Staff	Simplified		0.00																	0.00
<b>TOTAL RUNNING COSTS</b>				<b>145400</b>		<b>0</b>	<b>5131.38</b>	<b>5131.37</b>	<b>5262.08</b>	<b>5262.09</b>	<b>5262.1</b>	<b>5262.1</b>	<b>5402.5</b>	<b>5402.51</b>	<b>5402.52</b>	<b>5402.52</b>	<b>22260.25</b>	<b>22795.96</b>	<b>22795.96</b>	<b>24626.66</b>	<b>145400</b>

**LDS Financial Delivery Profile - Rationale for Running Costs**

<b>LAG Name</b>	<b>Swansea Rural Development Partnership</b>
<b>Date Completed/Updated</b>	<b>13/05/15</b>

Category	Sub Category	Total Expenditure / Value of Category £	Calculation Method (e.g. Invoice, forecast from experience, staff time, etc.)	Supporting Documentation (e.g. Job Descriptions, Salary Scales, etc.)
<b>Actual Expenditure</b>				
Accommodation	Accommodation	6,967.03	Experience from previous 2007-2013 programme of venue and room hire requirements over course of programme	Previous Claims
Administration	Administration	3,031.17	Experience of small items of equipment and consumable items required during implementation of RDP 2007-2013	Previous Claims
Depreciation	Depreciation	0.00		
Estates	Estates	0.00		
Grants (no grants to commercial businesses)	Grants	0.00		
Human Resources	Human Resources	1,830.66	Redundancy costs - based on 1 weeks salary for each year worked in line with HMRC.	Formula
ICT	ICT	0.00		
Legal & Professional	Legal & Professional	0.00		
Marketing and Promotion	Marketing and Promotion	0.00		
Overheads (Direct)	Overheads	0.00		
Plant Machinery & Other Equipment	Plant Machinery & Other Equipment	0.00		
Procurement	Procurement	0.00		
Staff (use for Actual costs only)	Staff	114,340.99	0.4 x CCS Grade 9 staff over 6.5 years with annual 1% cost of living + increments within Grade 9	salary scales
Travel & Transport	Travel & Transport	2,079.00	0.45 per mile based on previous experience of likely mileage	Previous claims
VAT - Irrecoverable	VAT - Irrecoverable	0.00		
<b>Simplified Costs</b>				
Flat Rate 15% of the total value of staff cost headings where you have indicated that flat rate applies	FR-15-GEN	17,151.15	Based on 15% flat rate of actual staff costs of £114,340.99 to cover office costs, marketing & promotion etc.	Flat rate formula
Unit Cost (simplified cost method for staff) This value should be equal to the Value noted on the Unit Cost Tab	UC - Staff	0.00		

LDS Financial Delivery Profile - Animation Costs

LAG Name	Swansea Rural Development Partnership
Date Completed/Updated	13/05/15

Category	Sub Category	Expenditure Type Actual (Cash) / In-Kind / Simplified / Procurement <small>The procurement option is available as an expenditure type on WEFO Online but please do not use</small>	Where this expenditure heading is Staff does the Flat Rate apply? Yes or No	Total Expenditure / Value of Category £	Retrospective Costs (£) <small>(From 1 Feb 2015)</small>	EXPENDITURE & INCOME TARGETS (£)															
						Period 0	Sep-15	Dec-15	Mar-16	Jun-16	Sep-16	Dec-16	Mar-17	Jun-17	Sep-17	Dec-17	2018	2019	2020	2021	Total
<b>Actual Expenditure</b>																					
Accommodation	Accommodation	Actual		0.00															0.00		
Administration	Administration	Actual		5,145.25		197.89	197.89	197.89	197.89	197.89	197.89	197.89	197.89	197.89	197.89	791.57	791.57	791.57	791.64	5,145.25	
Depreciation	Depreciation	Actual		0.00																0.00	
Estates	Estates	Actual		0.00																0.00	
Grants (no grants to commercial businesses)	Grants	Actual		0.00																0.00	
Human Resources	Human Resources	Actual		1,830.66															1,830.66	1,830.66	
ICT	ICT	Actual		0.00																0.00	
Legal & Professional	Legal & Professional	Actual		11,365.88		437.14	437.14	437.14	437.14	437.14	437.14	437.14	437.14	437.14	437.14	1,748.59	1,748.59	1,748.59	1,748.71	11,365.88	
Marketing and Promotion	Marketing and Promotion	Actual		0.00																0.00	
Overheads (Direct)	Overheads	Actual		0.00																0.00	
Plant Machinery & Other Equipment	Plant Machinery & Other Equipment	Actual		0.00																0.00	
Procurement	Procurement	Actual		0.00																0.00	
Staff (use for Direct costs only)	Staff	Actual	Yes	171,511.49		6,087.17	6,087.17	6,257.74	6,257.74	6,257.74	6,257.74	6,440.87	6,440.88	6,440.88	6,440.88	26,611.60	27,310.36	27,310.36	27,310.36	171,511.49	
Travel & Transport	Travel & Transport	Actual		2,520.00		96.92	96.92	96.92	96.92	96.92	96.92	96.92	96.92	96.92	96.92	387.69	387.69	387.69	387.73	2,520.00	
VAT - Irrecoverable	VAT - Irrecoverable	Actual		0.00																0.00	
<b>Simplified Costs</b>																					
Flat Rate <small>Calculate 15% of the total value of staff cost headings where you have indicated that flat rate applies</small>	FR-15-GEN	Simplified		25,726.72		913.09	913.08	938.66	938.66	938.66	938.66	966.13	966.13	966.13	966.13	3,991.74	4,096.55	4,096.55	4,096.55	25,726.72	
Unit Cost (simplified cost method for staff) <small>This value should be equal to the Total Unit Cost value noted on the Unit Cost Tab</small>	UC - Staff	Simplified		0.00																0.00	
<b>TOTAL RUNNING COSTS</b>				<b>218,100.00</b>		<b>0.00</b>	<b>7,732.21</b>	<b>7,732.20</b>	<b>7,928.35</b>	<b>7,928.35</b>	<b>7,928.35</b>	<b>7,928.35</b>	<b>8,138.95</b>	<b>8,138.96</b>	<b>8,138.96</b>	<b>8,138.96</b>	<b>33,531.19</b>	<b>34,334.76</b>	<b>34,334.76</b>	<b>36,165.65</b>	<b>218,100.00</b>

**LDS Financial Delivery Profile - Rationale for Animation Costs**

<b>LAG Name</b>	<b>Swansea Rural Development Partnership</b>
<b>Date Completed/Updated</b>	<b>13/05/15</b>

Category	Sub Category	Total Expenditure / Value of Category £	Calculation Method (e.g. Invoice, forecast from experience, staff time, etc.)	Supporting Documentation (e.g. Job Descriptions, Salary Scales, etc.)
<b>Actual Expenditure</b>				
Accommodation	Accommodation	0.00		
Administration	Administration	5,145.25	Experience of small items of equipment and consumable items required during impelmentation of RDP 2007-2013	Previous claims
Depreciation	Depreciation	0.00		
Estates	Estates	0.00		
Grants (no grants to commercial businesses)	Grants	0.00		
Human Resources	Human Resources	1,830.66	Redundancy costs - based on 1 weeks salary for each year worked in line with HMRC.	Formula
ICT	ICT	0.00		
Legal & Professional	Legal & Professional	11,365.88	Evaluation costs - Based on similar evaluation expenditure for Business Plans 1 and 2 in Swansea	Previous eval. Contracts
Marketing and Promotion	Marketing and Promotion	0.00		
Overheads (Direct)	Overheads	0.00		
Plant Machinery & Other Equipment	Plant Machinery & Other Equipment	0.00		
Procurement	Procurement	0.00		
Staff (use for Actual costs only)	Staff	171,511.49	0.6 x CCS Grade 9 staff over 6.5 years with annual 1% cost of living + increments within Grade 9	Salary scales
Travel & Transport	Travel & Transport	2,520.00	0.45 per mile based on previous experience of likely mileage	Previous claims
VAT - Irrecoverable	VAT - Irrecoverable	0.00		
<b>Simplified Costs</b>				
Flat Rate 15% of the total value of staff cost headings where you have indicated that flat rate applies	FR-15-GEN	25,726.72	Based on 15% flat rate of actual staff costs of £171,511.49 to cover office costs, marketing & promotion, staff training etc.	Flat rate formula
Unit Cost (simplified cost method for staff) This value should be equal to the Value noted on the Unit Cost Tab	UC - Staff	0.00		

LDS Financial Delivery Profile - LEADER Implementation

LAG Name	Swansea Rural Development Partnership
Date Completed/Updated	13/05/15

Category	Sub Category	Expenditure Type Actual (Cash) / In-Kind / Simplified / Procurement <small>The procurement option is available as an expenditure type on WEFO Online but please do not use</small>	Where this expenditure heading is Staff does the Flat Rate apply? Yes or No	Total Expenditure / Value of Category £	Value of Income (Match / Levered Funding) £	Value of RDP £	% of Income (Match/Lever ed Funding)	% of RDP	Sector providing match funding Public / Private / Third	Retrospective Costs (£) (From 1 Feb 2015)	EXPENDITURE & INCOME TARGETS (£)															
											Period 0	Sep-15	Dec-15	Mar-16	Jun-16	Sep-16	Dec-16	Mar-17	Jun-17	Sep-17	Dec-17	2018	2019	2020	2021	Total
<b>Actual Expenditure</b>																										
Accommodation	Accommodation	Actual		0.00		0.00	#DIV/0!	#DIV/0!																	0.00	
Administration	Administration	Actual		0.00		0.00	#DIV/0!	#DIV/0!																		0.00
Depreciation	Depreciation	Actual		0.00		0.00	#DIV/0!	#DIV/0!																		0.00
Estates	Estates	Actual		0.00		0.00	#DIV/0!	#DIV/0!																		0.00
Grants (no grants to commercial businesses)	Grants	Actual		446,221.58		446,221.58	0.0000%	100.0000%			17,162.36	17,162.36	17,162.36	17,162.36	17,162.36	17,162.36	17,162.36	17,162.36	17,162.36	17,162.36	68,649.47	68,649.47	68,649.47	68,649.47	446,221.58	
Human Resources	Human Resources	Actual		9,153.31		9,153.31	0.0000%	100.0000%																	9,153.31	9,153.31
ICT	ICT	Actual		0.00		0.00	#DIV/0!	#DIV/0!																		0.00
Legal & Professional	Legal & Professional	Actual		0.00		0.00	#DIV/0!	#DIV/0!																		0.00
Marketing and Promotion	Marketing and Promotion	Actual		0.00		0.00	#DIV/0!	#DIV/0!																		0.00
Overheads (Direct)	Overheads	Actual		0.00		0.00	#DIV/0!	#DIV/0!																		0.00
Plant Machinery & Other Equipment	Plant Machinery & Other Equipment	Actual		0.00		0.00	#DIV/0!	#DIV/0!																		0.00
Procurement	Procurement	Actual		35,000.00		35,000.00	0.0000%	100.0000%			2,916.66	2,916.66	2,916.66	2,916.66	2,916.66	2,916.66	2,916.66	2,916.66	2,916.66	2,916.66	2,916.66	5,833.40				35,000.00
Staff (use for Direct costs only)	Staff	Actual	Yes	571,704.96	0.00	571,704.96	0.0000%	100.0000%			20,290.59	20,290.59	20,859.13	20,859.13	20,859.13	20,859.13	21,469.59	21,469.59	21,469.59	21,469.59	88,705.34	91,034.52	91,034.52	91,034.52	571,704.96	
Travel & Transport	Travel & Transport	Actual		14,420.15		14,420.15	0.0000%	100.0000%			554.62	554.62	554.62	554.62	554.62	554.62	554.62	554.62	554.62	554.62	2,218.48	2,218.48	2,218.48	2,218.51	14,420.15	
VAT - Irrecoverable	VAT - Irrecoverable	Actual		0.00		0.00	#DIV/0!	#DIV/0!																		0.00
<b>In Kind Expenditure</b>																										
Accommodation	Accommodation	In-Kind		0.00	0.00	N/A	100.0000%	0.0000%																		0.00
Administration	Administration	In-Kind		0.00	0.00	N/A	100.0000%	0.0000%																		0.00
Depreciation	Depreciation	In-Kind		0.00	0.00	N/A	100.0000%	0.0000%																		0.00
Estates	Estates	In-Kind		0.00	0.00	N/A	100.0000%	0.0000%																		0.00
Grants (no grants to commercial businesses)	Grants	In-Kind		0.00	0.00	N/A	100.0000%	0.0000%																		0.00
Human Resources	Human Resources	In-Kind		0.00	0.00	N/A	100.0000%	0.0000%																		0.00
ICT	ICT	In-Kind		0.00	0.00	N/A	100.0000%	0.0000%																		0.00
Legal & Professional	Legal & Professional	In-Kind		0.00	0.00	N/A	100.0000%	0.0000%																		0.00
Marketing and Promotion	Marketing and Promotion	In-Kind		0.00	0.00	N/A	100.0000%	0.0000%																		0.00
Overheads (Direct)	Overheads	In-Kind		0.00	0.00	N/A	100.0000%	0.0000%																		0.00
Plant Machinery & Other Equipment	Plant Machinery & Other Equipment	In-Kind		0.00	0.00	N/A	100.0000%	0.0000%																		0.00
Procurement	Procurement	In-Kind		0.00	0.00	N/A	100.0000%	0.0000%																		0.00
Staff (use for Direct costs only)	Staff	In-Kind	Yes	175,973.43	175,973.43	N/A	100.0000%	0.0000%	Public & Third		6,663.40	6,663.41	6,695.30	6,695.30	6,695.30	6,695.30	6,727.53	6,727.53	6,727.53	6,727.51	27,040.28	27,171.76	27,304.56	27,438.73	175,973.43	
Travel & Transport	Travel & Transport	In-Kind		0.00	0.00	N/A	100.0000%	0.0000%																		0.00
VAT - Irrecoverable	VAT - Irrecoverable	In-Kind		0.00	0.00	N/A	100.0000%	0.0000%																		0.00
<b>Simplified Costs</b>																										
Flat Rate Calculate 15% of the total value of staff cost headings where you have indicated that flat rate applies	FR-15-GEN	Simplified		112,151.76	98,151.76	14,000.00	0.875169144	0.124830856	Public		4,043.10	4,043.10	4,133.16	4,133.16	4,133.16	4,133.16	4,229.57	4,229.57	4,229.57	4,229.57	17,361.84	17,730.94	17,750.86	17,770.99	112,151.76	
Unit Cost (simplified cost method for staff) This value should be equal to the Total Unit Cost value noted on the Unit Cost Tab	UC - Staff	Simplified		0.00	0.00	0.00	#DIV/0!	#DIV/0!																		0.00
<b>TOTAL RUNNING COSTS</b>				<b>1,364,625.19</b>	<b>274,125.19</b>	<b>1,090,500.00</b>	<b>20.0879%</b>	<b>79.9121%</b>		<b>0.00</b>	<b>51,630.72</b>	<b>51,630.74</b>	<b>52,321.23</b>	<b>52,321.23</b>	<b>52,321.23</b>	<b>52,321.23</b>	<b>53,060.32</b>	<b>53,060.33</b>	<b>53,060.33</b>	<b>53,060.31</b>	<b>209,808.81</b>	<b>206,805.17</b>	<b>206,957.89</b>	<b>216,265.63</b>	<b>#####</b>	

**LDS Financial Delivery Profile - Rationale for LEADER Implementation Costs**

<b>LAG Name</b>	<b>Swansea Rural Development Partnershi</b>
<b>Date Completed/Updated</b>	<b>13/05/15</b>

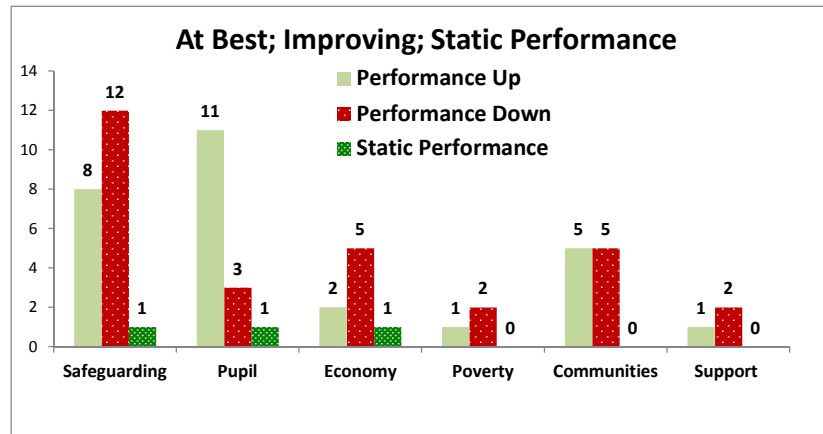
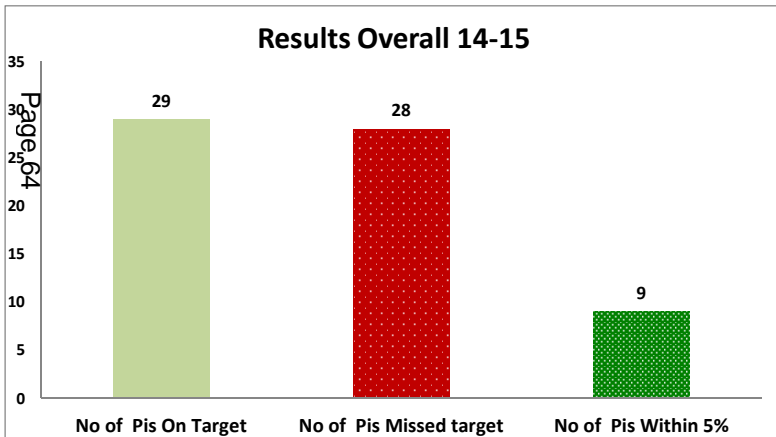
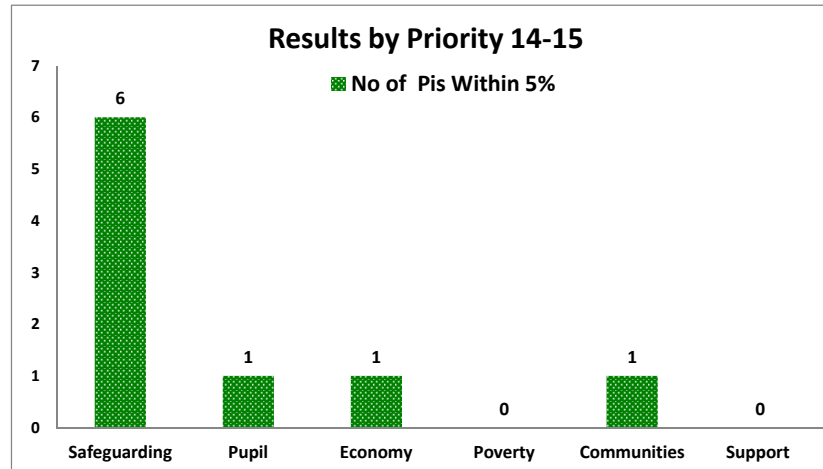
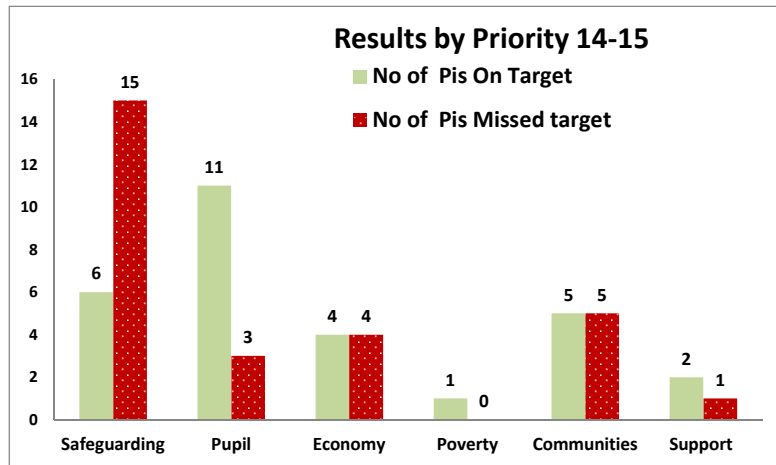
Category	Sub Category	Total Expenditure / Value of Category £	Calculation Method (e.g. Invoice, forecast from experience, staff time, etc.)	Supporting Documentation (e.g. Job Descriptions, Salary Scales, etc.)
<b>Actual Expenditure</b>				
Accommodation	Accommodation	0.00		
Administration	Administration	0.00		
Depreciation	Depreciation	0.00		
Estates	Estates	0.00		
Grants (no grants to commercial businesses)	Grants	446,221.58	This line provides a budget for LAG to support projects emerging from the work programme it will be developing during year 1. The amount is currently flat-rated, but as explained in the main strategy document, this sum will be profiled based on early decisions of the LAG on the areas of work in the LDS it wishes to prioritise. The flat-rating approach has been used temporarily until these decisions have been finalised by the new LAG in the second half of 2015.	Based on previous project experience and the input of the shadow LAG
Human Resources	Human Resources	9,153.31	This figure is made up of £9153.31 redundancy costs for the 2 FTE posts, based on 1 week per year.	Formula
ICT	ICT	0.00		
Legal & Professional	Legal & Professional	0.00		
Marketing and Promotion	Marketing and Promotion	0.00		
Overheads (Direct)	Overheads	0.00		
Plant Machinery & Other Equipment	Plant Machinery & Other Equipment	0.00		
Procurement	Procurement	35,000.00	This line includes the 35k for the proposed cooperation budget as requested by the LAG	Based on previous project experience and the input of the shadow LAG
Staff (use for Actual costs only)	Staff	571,704.96	2 x City and County of Swansea staff at Grade 9 employed over 7 years with annual 1% cost of living + increments within Grade 9 including on costs at 30% i.e. in year 1 basic salary 30,311, + 30% on costs 9, + 1% cost of living 303 = £39,707. Top of scale is reached in year 5 so only cost of living increase thereafter.	Salary scales
Travel & Transport	Travel & Transport	14,420.15	0.45 per mile - based on project SWA.58 and the level of mileage incurred by the project officers working on the local food and crafts strand of the project.	Previous claims and project experience
VAT - Irrecoverable	VAT - Irrecoverable	0.00		
<b>In Kind Expenditure</b>				
Accommodation	Accommodation	0.00		
Administration	Administration	0.00		
Depreciation	Depreciation	0.00		
Estates	Estates	0.00		
Grants (no grants to commercial businesses)	Grants	0.00		
Human Resources	Human Resources	0.00		
ICT	ICT	0.00		
Legal & Professional	Legal & Professional	0.00		
Marketing and Promotion	Marketing and Promotion	0.00		
Overheads (Direct)	Overheads	0.00		
Plant Machinery & Other Equipment	Plant Machinery & Other Equipment	0.00		
Procurement	Procurement	0.00		
Staff (use for Actual costs only)	Staff	175,973.43	Comprised of Principle European Officer Salary (£85,676.63) plus Volunteer time in-kind match (£90,296.80). Approximately 25% of Principal European Officer salary allocated as in kind staff time match funding: Salary Scale 10 £39,267 x 0.25, +30% on costs + 1% annual cost of living. Volunteer figures based on £16.55 Project Researcher volunteer fixed rate x 5456 hours over the lifetime of the programme. Based on similar volunteer activity that was undertaken during Business Plans 1 and 2 under Axis 4	Actual Salary & previous project claims re. volunteer figures
Travel & Transport	Travel & Transport	0.00		
VAT - Irrecoverable	VAT - Irrecoverable	0.00		
<b>Simplified Costs</b>				
Flat Rate 15% of the total value of staff cost headings where you have indicated that flat rate applies	FR-15-GEN	112,151.76	Based on 15% flat rate of actual staff costs of £571,704.96 and in-kind staff costs of £175,973.43 to cover overheads, office costs, marketing & promotion etc. To note, of the £112,151.76 an amount of £14000 will be utilised as grant to contribute to office costs and training, while the balance of £98,151.76 will be utilised as match funding.	Flat rate formula
Unit Cost (simplified cost method for staff) This value should be equal to the Value noted on the Unit Cost Tab	UC - Staff	0.00		







### Strategic End of Year (EOY) PI Report 2014-15 by Priority



PI & desired direction of Travel	Result	Target	Target for	Perform	N – Numerator * D – Denominator		Swansea's Position in Wales 2013/14	Comments  (Explanation and Actions)	Responsible Head of Service
	14-15	14-15	15-16	13-14	14-15	13-14			
<b>Priority 1 - Safeguarding Vulnerable People</b>									
<b>CFS1 ↓</b>	<b>GREEN</b>								
CFS1 - Number of children becoming looked after	213.00	215.00	180	↓ 190.00	213	190	N/A - local indicator	Change in numbers becoming LAC consistent with normal expectations. Entry to care continues to be scrutinised at the highest level.	Julie Thomas
					D				
					1	1			
<b>CFS6 ↓</b>	<b>RED</b>								
CFS6 - Total Number of children in need (open cases) in year	5125.00	4852.00	4852	↓ 4853	5,125	4,853	N/A - local indicator	The total number of cases has increased as we have revised our operating model.	Julie Thomas
					D				
					1	1			
<b>CFS7 ↓</b>	<b>GREEN</b>								
CFS7 - Percentage of children on the Child Protection Register who have been de-registered and then re-registered	17.9%	19.1%	19%	↑ 19.2%	41	44	N/A - local indicator		Julie Thomas
					D				
					229	229			
<b>CFS8 ↓</b>	<b>GREEN</b>								
CFS8 - Percentage of children who remain on the Child Protection Register for more than one year	11.4%	11.4%	11%	⇒ 11.4%	26	26	N/A - local indicator		Julie Thomas
					D				
					229	229			
<b>CFS10 ↓</b>	<b>GREEN</b>								
CFS10 - Number of children in residential care	44.00	53.00	50	↑ 54	44	54	N/A - local indicator		Julie Thomas
					D				
					1	1			

PI & desired direction of Travel	Result	Target	Target for	Perform	N – Numerator * D – Denominator		Swansea's Position in Wales 2013/14	Comments  (Explanation and Actions)	Responsible Head of Service
	14-15	14-15	15-16	13-14	14-15	13-14			
<b>SCC004↓</b>  SCC004 - The percentage of children looked after on 31 March who have had three or more placements during the year	<b>RED</b>  <b>10.18%</b>	7%	7%	↓ 7.99%	SCC004NM - The number of looked after children who had three or more separate placements during the financial year.  <b>52</b>	<b>43</b>  SCC004DM - The total number of children who were looked after at 31 March  <b>511</b>	8th	Within acceptable target range, Child and Family Services aims to achieve safer permanence for each child, and some placement changes are necessary to achieving the best possible outcomes.	Julie Thomas
<b>SCC010 ↓</b>  SCC010 - The percentage of referrals that are re-referrals within 12 months	<b>AMBER</b>  <b>16.7%</b>	16%	15%	↑ 19.59%	SCC010NM - Number of referrals during the year that were re-referrals.  <b>301</b>	<b>313</b>  SCC010DM - Total number of referrals during the year  <b>1,804</b>	10th	Moving towards target. Changes in process at the front door will help to achieve further progress towards target in 2015/16.	Julie Thomas
<b>SCC011a ↑</b>  SCC011a - The percentage of initial assessments that were completed during the year where there is evidence that the child has been seen by a Social Worker	<b>RED</b>  <b>80.09%</b>	88%	88%	↓ 83.17%	SCC011aNM - The number of initial assessments that took place during the year where the child has been seen by the Social Worker  <b>1,207</b>	<b>1,092</b>  SCC011aDM - The number of initial assessments that took place during the year  <b>1,507</b>	11th	An increase in the number of IA's completed has led to the figure for those not seen increasing. It is an inevitability that some families are difficult to engage with and cannot be seen during the IA process. All cases where children aren't seen are followed up to ensure that children are seen subsequently, for example as part of the core assessment process.	Julie Thomas

PI & desired direction of Travel	Result	Target	Target for	Perform	N – Numerator * D – Denominator		Swansea's Position in Wales 2013/14	Comments  (Explanation and Actions)	Responsible Head of Service
	14-15	14-15	15-16	13-14	14-15	13-14			
<b>SCC011b †</b>  SCC011b - The percentage of initial assessments that were completed during the year where there is evidence that the child has been seen alone by a Social Worker	<b>RED</b>  38.02%	45%	45%	↓ 42.65%	SCC011bNM - The number of initial assessments that took place during the year where the child has been seen alone by the Social Worker  573      560  SCC011bDM - The number of initial assessments that took place during the year  1,507      1,313	13th	An increase in the number of IA's completed has led to the figure for those not seen alone increasing. Social workers may be seeing the child in the company of other professionals, and next year we aim to be more consistent about the practice standards expected in this area. All cases where children aren't seen are followed up to ensure that children are seen subsequently.	Julie Thomas	
<b>SCC021†</b>  SCC021 - The percentage of looked after children reviews carried out within statutory timescales	<b>AMBER</b>  98.19%	98.5%	98.50%	↑ 98.13%	SCC021NM - The number of looked after children reviews that were due in the year and were carried out within the statutory timescales.  1,304      1,260  SCC021DM - The number of reviews of looked after children that were due in the year.  1,328      1,284	5th	Less than 0.5% away from target, and slight improvement on last year. Through the work of the Service Quality Unit, we can expect further improvement in this area which is vital to the Safe LAC Reduction strategy.	Julie Thomas	
<b>SCC030a†</b>  SCC030a - The percentage of young carers known to Social Services who were assessed	<b>RED</b>  71.0%	100%	100%	↓ 100%	SCC030aNM - The number of young carers known to Social Services who were assessed during the year.  57      49  SCC030aDM - The number of young carers known to Social Services during the year.  80      49	1st	Data relates to the specific young carers service provided by Crossroads. All of the 30 who were not assessed during the year were being supported during the year having been previously-assessed.	Julie Thomas	
<b>SCC033d †</b>  SCC033d - The percentage of young people formerly looked after with whom the authority is in contact at the age of 19	<b>RED</b>  89.74%	95%	95%	↑ 81.08%	SCC033dNM - Number of young people whose 19th birthday falls within the year ending 31 March, who were looked after by the local authority on their 16th birthday with whom the authority is in contact at the age of 19  35      30  SCC033dDM - Number of young people whose 19th birthday falls within the year ending 31 March, who were looked after by the local authority on their 16th birthday.  39      37	19th	Improved performance, with only 4 young people failing to engage with the service this year. Further improvements have been proposed, as part of a Permanence Review, to help create a new, better POST 16 service to improve the level of take up and support to care leavers.	Julie Thomas	

PI & desired direction of Travel	Result	Target	Target for	Perform	N – Numerator * D – Denominator		Swansea's Position in Wales 2013/14	Comments (Explanation and Actions)	Responsible Head of Service
	14-15	14-15	15-16	13-14	14-15	13-14			
<p><b>SCC033e †</b></p> <p>SCC033e - The percentage of young people formerly looked after with whom the authority is in contact, who are known to be in suitable, non-emergency accommodation at the age of 19</p>	<b>GREEN</b>  100%	97%	100%	↑ 96.67%	<p>SCC033eNM - Number of young people whose 19th birthday falls within the year ending 31 March, who were looked after by the local authority on their 16th birthday with whom the authority is in contact at the age of 19 and who are known to be in suitable, non-emergency accommodation</p> <p>35</p> <p>29</p> <p>SCC033eDM - Number of young people whose 19th birthday falls within the year ending 31 March, who were looked after by the local authority on their 16th birthday.</p> <p>35</p> <p>30</p>	6th		Julie Thomas	
<p><b>SCC033f †</b></p> <p>SCC033f - The percentage of young people formerly looked after with whom the authority is in contact, who are known to be engaged in education, training or employment at the age of 19</p>	<b>GREEN</b>  65.71%	60%	70%	↑ 46.67%	<p>SCC033fNM - Number of young people whose 19th birthday falls within the year ending 31 March, who were looked after by the local authority on their 16th birthday with whom the authority is in contact at the age of 19 and who are known to be engaged</p> <p>23</p> <p>14</p> <p>SCC033fDM - Number of young people whose 19th birthday falls within the year ending 31 March, who were looked after by the local authority on their 16th birthday.</p> <p>35</p> <p>30</p>	15th		Julie Thomas	
<p><b>SCC034 †</b></p> <p>SCC034- The percentage of child protection reviews carried out within statutory timescales during the year</p>	<b>AMBER</b>  96.2%	98.0%	98%	↓ 98.14%	<p>SCC034NM - The number of reviews of children on the Child Protection Register due in the year that were carried out within the statutory timescales.</p> <p>684</p> <p>580</p> <p>SCC034DM - The number of reviews of children on the Child Protection Register that were due in the year.</p> <p>711</p> <p>591</p>	14th	A small reduction in performance - 14 more due reviews during the entire year would have preserved our performance from last year. We will evaluate reasons for the late reviews and apply process improvements .	Julie Thomas	

PI & desired direction of Travel	Result	Target	Target for	Perform	N – Numerator * D – Denominator		Swansea's Position in Wales 2013/14	Comments (Explanation and Actions)	Responsible Head of Service
	14-15	14-15	15-16	13-14	14-15	13-14			
<b>SCC039†</b>  SCC039 - The percentage of health assessments for looked after children due in the year that have been undertaken	<b>AMBER</b>  <b>95.99%</b>	98%	98%	↓ 98.12%	SCC039NM - The number of health assessments for looked after children due in the year that have been undertaken 647      677 SCC039DM - The number of health assessments for looked after children due to be undertaken in the year 674      690	1st	Difficulties in obtaining up to date health assessments for Swansea's looked after children placed, who are place in RCT, has contributed to a decrease in performance in 2014/15. Our NHS colleagues, within the LAC Health Team have put in place a plan to address this in the year ahead.	Julie Thomas	
<b>SCC042a†</b>  SCC042a - The percentage of initial assessments completed within 7 working days	<b>AMBER</b>  <b>89.18%</b>	93%	93%	↓ 91.47%	SCC042aNM - The number of initial assessments completed within 7 working days. 1,344      1,201 SCC042aDM - The number of initial assessments completed during the year 1,507      1,313	4th	There has been a significant increase in number of IA's completed, due to a change in the front door process. As this new and revised process model becomes embedded performance is expected to stabilise in the year ahead	Julie Thomas	
<b>SCC042b†</b>  SCC042b - The average time taken to complete initial assessments that took longer than 7 working days to complete	<b>RED</b>  <b>12.02</b>	10	10	↓ 11.89	SCC042bNM - The total number of working days taken to complete all initial assessments where the number of working days taken was 8 or more 1,959      1,332 SCC042bDM - The total number of initial assessments that took 8 days or more to complete. 163      112	3rd	There has been a significant increase in number of IA's completed, due to a change in the front door process. As this new and revised process model becomes embedded performance is expected to stabilise in the year ahead	Julie Thomas	
<b>SCC043a†</b>  SCC043a - The percentage of required core assessments completed within 35 working days	<b>RED</b>  <b>70.13%</b>	84%	84%	↓ 81.79%	SCC043aNM - The number of required core assessments completed within 35 working days during the year 1,033      943 SCC043aDM - The number of core assessments that were completed during the year 1,473      1,153	14th	There has also been an increase in number of CA's being completed, due to high demand and, to some extent, as an unintended consequence of changes in the front door. As the new front door process becomes embedded performance will stabilise in the year ahead	Julie Thomas	

PI & desired direction of Travel	Result	Target	Target for	Perform	N – Numerator * D – Denominator		Swansea's Position in Wales 2013/14	Comments  (Explanation and Actions)	Responsible Head of Service
	14-15	14-15	15-16	13-14	14-15	13-14			
<p><b>SCC043b↓</b></p> <p>SCC043b - The average time taken to complete those required core assessments that took longer than 35 days</p>	<p><b>RED</b></p> <p>58.79</p>	50	50	<p>↑ 60.18</p>	<p>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.</p> <p style="text-align: center;">25,867      12,637</p> <hr/> <p>SCC043bDM - The total number of required core assessments that took longer than 35 working days to complete</p> <p style="text-align: center;">440      210</p>		17th	<p>Improved performance this year, despite an increase in number of CA's completed.. As the new front door process becomes embedded, the team will develop a more stable, proportionate approach and performance is expected to improve.</p>	Julie Thomas
<p><b>SCA019↑</b></p> <p>SCA019 - The percentage of adult protection referrals completed where the risk has been managed</p>	<p><b>AMBER</b></p> <p>92.63%</p>	93.5%	94.0%	<p>↓ 93.29%</p>	<p>SCA019NM - The number of adult protection referrals completed in the year where the risk has been managed</p> <p style="text-align: center;">352      403</p> <hr/> <p>SCA019DM - The total number of adult protection referrals completed in the year (excluding those referrals where the outcome was "no action" or "not applicable").</p> <p style="text-align: center;">380      432</p>		16th	<p>Performance has been sustained compared to 2013/14 and the target has been missed by less than 1%. For the 7.4% of cases where risk is regarded to remain, it should be noted that there will be a range of additional activity in place to assure safety, along with increased monitoring. This performance continues to be close to the Wales average. We will continue to focus on achieving good performance on this indicator.</p>	Bozena Allen

PI & desired direction of Travel	Result	Target	Target for	Perform	N – Numerator * D – Denominator		Swansea's Position in Wales 2013/14	Comments (Explanation and Actions)	Responsible Head of Service
	14-15	14-15	15-16	13-14	14-15	13-14			
<b>Priority 2: Improving Pupil attainment</b>									
EDCP12a↓  EDCP12a - Pupils receiving fixed term exclusions - primary schools	GREEN	21	16	↑ 19	EDCP12aNM - Pupils receiving fixed term exclusions - primary schools 17   19 D 1   1		N/A - local indicator		Robin Brown
EDCP12b↓  EDCP12b - Pupils receiving fixed term exclusions - secondary schools	GREEN	420	390	↑ 429	EDCP12bNM - Pupils receiving fixed term exclusions - secondary schools 404   429 D 1   1		N/A - local indicator	The overall reduction in secondary age pupils receiving fixed term exclusions continues.	Robin Brown
EDCP14↓  EDCP14 - Learners leaving Employment Training with a positive outcome	GREEN	83.0%	83.0%	↑ 82.6%	EDCP14NM - Learners leaving Employment Training with a positive outcome 784   890 EDCP14DM - All learners participating in Employment Training programmes 948   1,078		N/A - local indicator		Robin Brown
EDCP18c ↓  EDCP18c -The percentage of young people (at 16 years) known to be Not in Education, Employment or Training (NEET)	RED	3.00%	3.5%	↓ 3.16%	EDCP18cNM - Pupils known to be NOT in Education, Employment or Training at 16 (not including those who have moved away) 95   85 EDCP18cDM - All Pupils in Year 11 cohort 2,560   2,693		N/A - local indicator	It is proving very difficult to find suitable places in education, employment or training for some pupils with specific needs. The authority and partners are working on this. Note: this is the Swansea local calculation method.	Helen Morgan-Rees



PI & desired direction of Travel	Result	Target	Target for	Perform	N – Numerator * D – Denominator		Swansea's Position in Wales 2013/14	Comments (Explanation and Actions)	Responsible Head of Service
	14-15	14-15	15-16	13-14	14-15	13-14			
EDCP261  EDCP26 - Capped Points score at GCSE	GREEN  350.0	350	355	↑ 338.90	EDCP26NM - For every pupil on roll at January PLASC in Year 11, take the total points scored for their best 8 recognised qualifications and sum the points  887,888	902,491	N/A - local indicator		Helen Morgan-Rees
					EDCP26DM - The number of pupils on roll at January PLASC in Year 11  2,539	2,663			
EDCP271  EDCP27 - Foundation Phase Indicator: the percentage of children in Year 2 (age 7) who are assessed to have achieved Outcome 5 or higher in each of the Language & Communication in English/Welsh, Mathematical Development and Personal & Social Development.	no rag  83.9%	n/a	85.2%	↑ 80.1%	EDCP27NM - Number of pupils in Year 2 age 7 who are assessed to have achieved Outcome 5 or higher in each of Language & Communication in English/Welsh, Mathematical Development and Personal & Social Development.  2,172	2,023	N/A - local indicator	First year of indicator in corporate suite. Performance at 83.9% had improved on previous year when it was 80.1%.	Helen Morgan-Rees
					EDCP27DM - All pupils on roll in Year 2 on the second Tuesday in May but excluding pupils who are new to the English and Welsh based education system (NEWBEs) and those who are dual subsidiary registered.  2,588	2,526			
EDU003 ↑  EDU003 - The percentage of pupils eligible for assessment at the end of Key Stage 2, in schools maintained by the local authority, achieving the Core Subject indicator, as determined by Teacher Assessment	GREEN  87.29%	86.00%	88.30%	↑ 84.25%	EDU003NM - The number of pupils assessed at the end of Key Stage 2, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher Assessment  2,178	2,033	13th		Helen Morgan-Rees
					EDU003DM - Total number of pupils assessed at the end of Key Stage 2, in schools maintained by the local authority  2,495	2,413			

PI & desired direction of Travel	Result	Target	Target for	Perform	N – Numerator * D – Denominator		Swansea's Position in Wales 2013/14	Comments (Explanation and Actions)	Responsible Head of Service
	14-15	14-15	15-16	13-14	14-15	13-14			
<b>EDU004 ↑</b>  EDU004 - The percentage of pupils assessed at the end of Key Stage 3, in schools maintained by the local authority, achieving the Core Subject indicator, as determined by Teacher Assessment	<b>GREEN</b>  80.92%	78.00%	83.20%	↑ 76.45%	EDU004NM - The number of pupils assessed at the end of Key Stage 3, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher Assessment  2,002      1,850  EDU004DM - The total number of pupils assessed at the end of Key Stage 3, in schools maintained by the local authority  2,474      2,420	14th		Helen Morgan-Rees	
<b>EDU008a ↓</b>  EDU008a - The number of permanent exclusions during the academic year per 1,000 pupils from primary schools	<b>GREEN</b>  0.00	0.00	0.00	→ 0.00	EDU008aNM - 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      14,994	No National Comparison available for 13/14		Robin Brown	
<b>EDU008b ↓</b>  EDU008b - The number of permanent exclusions during the academic year per 1,000 pupils from secondary schools	<b>AMBER</b>  0.41	0.40	0.40	↓ 0.16	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  5      2  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  12,083      12,383	No National Comparison available for 13/14	There was a slight rise in the very low number of secondary age pupils permanently excluded. These were the pupils for whom no managed move was possible. The number of pupils was still on target.	Robin Brown	
<b>EDU009a ↓</b>  EDU009a - The average number of school days that permanently excluded pupils did not receive an offer of full time appropriate education provision during academic year	<b>GREEN</b>  15.40	16.00	21.00	↑ 31.00	EDU009aNM - The sum of the number of school days beyond the 16th school day that each permanently excluded pupil has not received an offer of appropriate full time education provision  77      62  EDU009aDM - Total number of pupils permanently excluded by schools during the academic year  5      2	12th	Performance improved on the previous year. Although there were more pupils involved in the indicator, fulltime provision was sourced more quickly.	Robin Brown	

PI & desired direction of Travel	Result	Target	Target for	Perform	N – Numerator * D – Denominator		Swansea's Position in Wales 2013/14	Comments (Explanation and Actions)	Responsible Head of Service			
	14-15	14-15	15-16	13-14	14-15	13-14						
<b>EDU009b↓</b>  EDU009b - The average number of school days that permanently excluded pupils did not receive an offer of part time appropriate education provision during the academic year	<b>RED</b>  <b>15.40</b>	6.00	21.00	↓ 14.50	EDU009bNM - The sum of the number of school days beyond the 16th school day that each permanently excluded pupil has not received an offer of appropriate part time education provision  <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;">77</td> <td style="text-align: center;">29</td> </tr> </table> EDU009bDM - Total number of pupils permanently excluded by schools during the academic year  <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;">5</td> <td style="text-align: center;">2</td> </tr> </table>	77	29	5	2	12th	Performance declined as it was not possible to provide part-time provision that met the definition of this PI (over 10 hours per week) prior to finding fulltime provision.	Robin Brown
77	29											
5	2											
<b>EDU016a↑</b>  EDU016a - Percentage of pupil attendance in primary schools	<b>GREEN</b>  <b>94.43%</b>	94.10%	94.80%	↑ 93.02%	EDU016aNm - The total number of sessions missed by all pupils in primary schools  <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;">5,481,380</td> <td style="text-align: center;">5,244,555</td> </tr> </table> EDU016aDM - The total number of sessions possible for all pupils  <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;">5,804,434</td> <td style="text-align: center;">5,638,140</td> </tr> </table>	5,481,380	5,244,555	5,804,434	5,638,140	20th		Robin Brown
5,481,380	5,244,555											
5,804,434	5,638,140											
<b>EDU016b↑</b>  EDU016b - Percentage of pupil attendance in secondary schools	<b>GREEN</b>  <b>93.35%</b>	93.30%	93.80%	↑ 92.30%	EDU016bNm - The total number of sessions missed by all pupils in secondary schools  <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;">3,493,242</td> <td style="text-align: center;">3,482,718</td> </tr> </table> EDU016bDM - The total number of sessions possible for all pupils  <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;">3,742,283</td> <td style="text-align: center;">3,773,404</td> </tr> </table>	3,493,242	3,482,718	3,742,283	3,773,404	16th		Robin Brown
3,493,242	3,482,718											
3,742,283	3,773,404											
<b>EDU017↑</b>  EDU017 - The percentage of pupils aged 15 at the preceding 31 August, in schools maintained by the local authority, who achieved the Level 2 Threshold including a GCSE grade A*-C in English or Welsh first language and maths	<b>GREEN</b>  <b>59.12%</b>	56.00%	62.00%	↑ 55.3%	EDU017NM - The number of pupils aged 15 on roll in any local authority maintained school at the time of the annual School's Census who achieved the Level 2 threshold including a GCSE grade A*-C in English or Welsh first language and mathematics  <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;">1,501</td> <td style="text-align: center;">1,473</td> </tr> </table> EDU017DM - The total number of pupils aged 15 on 31 August and on roll in any local authority maintained school at the time of the annual School's Census in January  <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;">2,539</td> <td style="text-align: center;">2,663</td> </tr> </table>	1,501	1,473	2,539	2,663	9th		Helen Morgan-Rees
1,501	1,473											
2,539	2,663											

PI & desired direction of Travel	Result	Target	Target for	Perform	N – Numerator * D – Denominator		Swansea's Position in Wales 2013/14	Comments  (Explanation and Actions)	Responsible Head of Service
	14-15	14-15	15-16	13-14	14-15	13-14			

### Priority 3: Creating a vibrant and viable city and economy

EC1 ↑  EC1 - The percentage of all applicants and 3rd parties satisfied or very satisfied with the Planning application service  Page 75	RED					EC1NM - Total number of applicants and 3rd parties satisfied or very satisfied with the Planning application service 208	219	N/A - local indicator	During the period 262 surveys were received, of these 115 were from applicants and 147 from 3rd parties. 108 of the applicant responses were either satisfied or very satisfied (93.91%). 100 of 147 responses were either satisfied or very satisfied (68%). The majority of issues raised by 3rd parties were not related to service delivery but to dissatisfaction of the accuracy of information, outcome of the decisions, understanding of the planning process including the extent of communication from the department and the consultation process which are all prescribed under the provisions of the Town & County Planning (Development Management) Order 2012. The department is developing and utilising the use of their document management system to show more correspondance and documents electronically and with the introduction of the new corporate website last year, it is hoped that the public understanding of the planning process and procedures will improve.	Phil Holmes
	79.4%	93.0%	93.0%	↓	84.6%	EC1DM - Total number of Planning questionnaires received in the quarter 262	259			
EC2 ↑  EC2 - The percentage of all major and minor applications with an economic imperative that are approved	RED					EC2NM - Total number of major and minor applications with an economic imperative that are approved 528	496	N/A - local indicator	The service was restructured in in August 2014 and has been subject to disruption as a result of staff resources and the introduction of a document management system including re-engineering of business processes. There were 104 applications refused of which 10 major/minor applications were overturned at committee (9.6%). A new streamlined committee structure and scheme of delegation was introduced in January 2015, which will hopefully result in less committee overturns. Action: Improved chargeable pre application service introduced in April 2015 with the introduction of front loading of planning application process and further utilisation of the document management system; performance is expected to improve.	Phil Holmes
	83.5%	88.0%	88.0%	↓	83.8%	EC2DM - Total number of major and minor applications determined in the quarter 632	592			

PI & desired direction of Travel	Result	Target	Target for	Perform	N – Numerator * D – Denominator		Swansea's Position in Wales 2013/14	Comments  (Explanation and Actions)	Responsible Head of Service
	14-15	14-15	15-16	13-14	14-15	13-14			
<b>BBMA1 ↑</b>  BBMA1 - Increase in the number of projects with social benefit clauses & Beyond Bricks and Mortar in their contracts	<b>GREEN</b>  19	18	19	→ 19	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  19      19  1      1	N/A - local indicator		Phil Holmes	
<b>ESD1↑</b>  ESD1 - Value of inward investment related to property-based projects where the authority owns some or all of the land (or adjoining land which facilitates the development) in millions	<b>GREEN</b>  12.00	10.50	20.00	↓ 24.70	ESD1NM - Value of inward investment related to property-based projects where the authority owns some or all of the land (or adjoining land which facilitates the development)  12      25  1      1	N/A - local indicator	The result for inward investment in period 14/15 is lower than the previous period primarily due to large projects in 13/14 being realised at Tawe Vale, Felindre and the former central library which resulted in the total inward investment exceeding original targets. The 14/15 projection reflects the realignment of investment without large project anomalies.	Phil Holmes	
<b>EP28 ↑</b>  EP28 - The percentage of all planning applications determined within 8 weeks	<b>GREEN</b>  70.05%	70.00%	80.00%	↓ 71.77%	EP28NM - The number of all planning applications determined during the year within 8 weeks  1,221      1,111  EP28DM - The total number of all planning applications determined during the year  1,743      1,548	N/A - local indicator	The end of year target was affected by the introduction of a document management system at the end of 2013 and interim management arrangements were still in place pending the office restructure in August 2014. This subsequently led to disruption in the validation of new planning applications and a greater focus on clearing the backlog of older applications. This resulted in poor performance in Quarters 1 and 2 (61% in Q1 and 63% in Q2). Following the section restructure in Aug 2014, performance improved to 83% in Quarter 3 and was 74% in Quarter 4. Action: Continue to monitor and improve efficiencies in the planning process, including the introduction of front loading of planning applications with further utilisation of the document management system; performance is expected to improve.	Phil Holmes	

PI & desired direction of Travel	Result	Target	Target for	Perform	N – Numerator * D – Denominator		Swansea's Position in Wales 2013/14	Comments  (Explanation and Actions)	Responsible Head of Service
	14-15	14-15	15-16	13-14	14-15	13-14			
<b>PLA004a ↑</b>  PLA004a - The percentage of major planning applications determined during the year within 13 weeks	<b>RED</b>  30%	41%	41%	↓ 41%	11	11	11th	The end of year target was affected by the introduction of a document management system at the end of 2013 and interim management arrangements were still in place pending the office restructure in August 2014. This subsequently led to disruption in the validation of new planning applications and a greater focus on clearing the backlog of older applications. A high percentage of the Major applications are subject to s.106 legal agreements which historically take longer to sign off, this impacts on performance. However the Welsh Government has changed the calculation period for s.106 legal agreements applications based on when the application was decided rather than when the decision was dispatched. As a result, this should improve performance in the next 12 months.	Phil Holmes
<b>ETE5 ↑</b>  ETE5 - Damage to roads and pavements made safe within 24 hours	<b>AMBER</b>  97.77%	98.00%	99.00%	↑ 97.17%	1,316	1,373	N/A - local indicator	Reasonable result of 97.7% and this is due to staff resources in our emergency team, that have been filled through redeployment.	Stuart Davies
<b>THS012 ↓</b>  THS012 - Percentage of principal (A) roads, non-principal (B) roads and non-principal (C) roads that are in overall poor condition	<b>GREEN</b>  4.8%	8.0%	6.0%	↑ 6.7%	28	37	3rd	This indicator is produced by a third party using equipment standardised across Wales, and reflects the structural condition of our principal/main roads.	Stuart Davies
					37	27			
					1,346	1,413			
					575	557			

PI & desired direction of Travel	Result	Target	Target for	Perform	N – Numerator * D – Denominator		Swansea's Position in Wales 2013/14	Comments  (Explanation and Actions)	Responsible Head of Service
	14-15	14-15	15-16	13-14	14-15	13-14			
<b>Priority 4: Tackling poverty</b>									
<b>FSSOGa ↑</b>  FSSOGa - Percentage of Flying Start children assessed as performing at or above the developmental norm for 2 year	not set  53.4%			↓ 55.1%	FSSOGaNM - Total children assessed as at or above dev norms (seperately 2 year) 225   178 FSSOGaDM - Total children assessed (seperately 2 year) 421   323		N/A - local indicator	These are not outcomes where we would expect to see a year on year improvement - that would not be possible as we are not comparing like with like	Sarah Crawley
<b>FSSOGb ↑</b>  FSSOGb - Percentage of Flying Start children assessed as performing at or above the developmental norm for 3 year data.	not set  57.5%			↓ 59.4%	FSSOGbNM - Total children assessed as at or above dev norms (seperately 3 year) 258   187 FSSOGbDM - FSSOGDM - Total children assessed (seperately 3 year) 449   315		N/A - local indicator	These are not outcomes where we would expect to see a year on year improvement - that would not be possible as we are not comparing like with like	Sarah Crawley
<b>SIU01 ↑</b>  SIU01 - No. of staff / workers trained on Welfare Rights / Benefits advice appropriate to their role.	GREEN  688	500	500	↑ 580	SIU01NM - Number of staff/workers trained in welfare rights/benefits advice appropriate to their role 688   580 SIU01DM - 1   1		N/A - local indicator		Sarah Crawley
<b>EDFM1a ↑</b>  EDFM1a - Percentage of pupils identified in the Pupil Level Annual School Census who take up free school lunch – primary schools	not set  -			-	EDFM1aNm - Actual number of children eating free school meals - primary EDFM1aDM - Actual number of children known to be entitled to free school meals. - primary		N/A - local indicator	Due to a bereavement of a key staff member data will be unavailable for the foreseeable future	Brian Roles
<b>EDFM1b ↑</b>  EDFM1b - Percentage of pupils identified in the Pupil Level Annual School Census who take up free school lunch – secondary schools	not set  -			63%	EDFM1bNM - Actual number of children eating free school meals - secondary 1,388 EDFM1bDM - Actual number of children known to be entitled to free school meals. - secondary 2,188		N/A - local indicator	Due to a bereavement of a key staff member data will be unavailable for the foreseeable future	Brian Roles

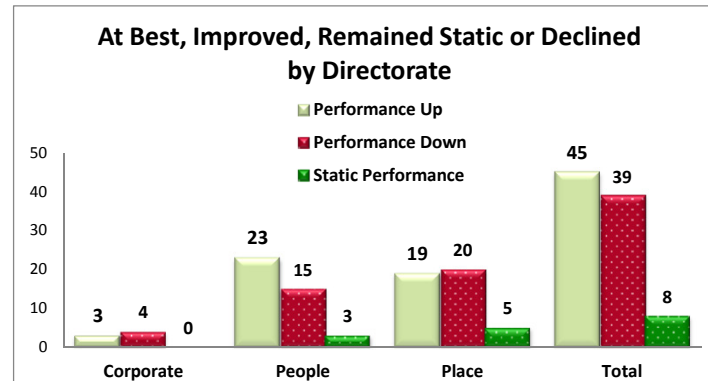
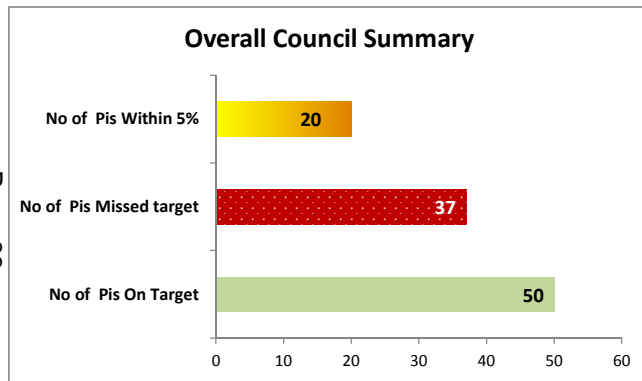
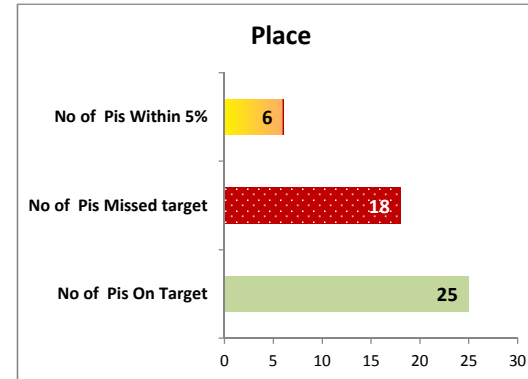
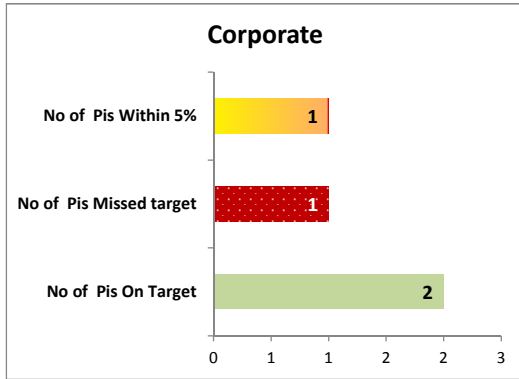
PI & desired direction of Travel	Result	Target	Target for	Perform	N – Numerator * D – Denominator		Swansea's Position in Wales 2013/14	Comments  (Explanation and Actions)	Responsible Head of Service				
	14-15	14-15	15-16	13-14	14-15	13-14							
<b>Priority 5: Building sustainable communities</b>													
<b>AS4 ↑</b>  AS4 - Percentage of clients returning home following reablement	<b>RED</b>  <b>51.2%</b>	60%	60%	↓ 53.9%	AS4NM - Number of clients returning home after a period of reablement <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;">66</td> <td style="text-align: center;">83</td> </tr> </table> AS4DM - Total number of clients discharged <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;">129</td> <td style="text-align: center;">154</td> </tr> </table>		66	83	129	154	N/A - local indicator	The nature of pressures on the NHS during 2014/15 led to an increase in discharges into the reablement beds (aka assessment beds). Such service users are likely to have a higher level of need and lower potential for reablement. Nonetheless these placements were preferable to immediate admission to a long-term care home.	Bozena Allen
66	83												
129	154												
<b>SCA001 ↓</b>  SCA001 - The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over	<b>RED</b>  <b>4.70</b>	2.20	Between 4 & 6	↓ 2.50	SCA001NM - Total number of local authority residents experiencing a delayed transfer of care during the year for social care reasons <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;">100</td> <td style="text-align: center;">52</td> </tr> </table> SCA001DM - Total population aged 75+ <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;">21,254</td> <td style="text-align: center;">20,759</td> </tr> </table>		100	52	21,254	20,759	10th	During the latter half of the year, increases the pressures on the NHS resulted in very large numbers of people passing through hospitals. We are now working more closely with the NHS within the new multi-disciplinary Hubs and are planning ahead for the winter. We aim to reduce the numbers delayed for social care reasons.	Bozena Allen
100	52												
21,254	20,759												
<b>SCA002a ↑</b>  SCA002a - The rate of older people (aged 65 or over) helped to live at home per 1,000 population aged 65 or over	<b>RED</b>  <b>70.28</b>	75.00	72.00	↓ 73.51	SCA002aNM - Number of people aged 65 or over supported in the community <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;">3,188</td> <td style="text-align: center;">3,262</td> </tr> </table> SCA002aDM - Total population aged 65 or over <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;">45,361</td> <td style="text-align: center;">44,377</td> </tr> </table>		3,188	3,262	45,361	44,377	8th	There have been some practice and management issues during 2014/15 which are now being pro-actively addressed. The move to the hub model represents the opportunity to ensure that the reablement service delivers the expected outcomes.	Bozena Allen
3,188	3,262												
45,361	44,377												
<b>SCA002b ↓</b>  SCA002b - The rate of older people (aged 65 +) whom the LA supports in care homes per 1000 population aged 65 +	<b>GREEN</b>  <b>20.35</b>	20.90	20.00	↑ 21.50	SCA002bNM - Number of people aged 65 or over supported in care homes <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;">923</td> <td style="text-align: center;">954</td> </tr> </table> SCA002bDM - Total population aged 65 or over <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;">45,361</td> <td style="text-align: center;">44,377</td> </tr> </table>		923	954	45,361	44,377	15th		Bozena Allen
923	954												
45,361	44,377												



PI & desired direction of Travel	Result	Target	Target for	Perform	N – Numerator * D – Denominator		Swansea's Position in Wales 2013/14	Comments  (Explanation and Actions)	Responsible Head of Service
	14-15	14-15	15-16	13-14	14-15	13-14			
<p><b>SCA007†</b></p> <p>SCA007 - The percentage of clients with a care plan at 31st March whose care plans should have been reviewed that were reviewed during the year</p>	<b>RED</b>  71.6%	81.5%	80.0%	↑ 81.00%	<p>SCA007NM - The number of clients with a care plan at 31 March who should have had their care plan reviewed who have had their care plan reviewed during the year</p> <p>4,398</p> <p>4,580</p> <p>SCA007DM - The number of clients with a care plan at 31 March that should have been reviewed during the year</p> <p>6,141</p> <p>5,647</p>	15th	<p>The number of people having been reviewed during the year decreased by 4% (182) compared to last year. During 2014/15, there was considerable disruption caused to care management services by the Cheshire West Court judgments relating to Deprivation of Liberty Safeguards - increasing related referrals from 40 in 2013/14 to 1119 in 2014/15, a 28-fold increase in demand without additional resources. Staff who would otherwise have been carrying out reviews were thus carrying out the DOLs work required by the unexpected change in the law. There have also been a number of changes to management structures during the year leading to disruption to normal activity. The newly-established Hubs will review care management processes and resources during 2015/16.</p>	Bozena Allen	
<p><b>SCA018†</b></p> <p>SCA018 - The percentage of carers of adults who were offered an assessment or review of their needs in their own right during the year</p>	<b>AMBER</b>  94.9%	97.5%	97.5%	↓ 97.30%	<p>SCA018NM - The number of carers of adults who were offered an assessment or review of their needs in their own right during the year</p> <p>1,541</p> <p>1,808</p> <p>SCC018DM - The number of new carers of adults</p> <p>1,623</p> <p>1,858</p>	9th	<p>The reported performance understates actual performance because it has been caused by errors in completing carers assessments. Within the new structure, there will be greater robustness and focus on performance management across adult services, reinforcing the importance of correct recording via effective staff training and line management.</p>	Bozena Allen	
<p><b>SCA020†</b></p> <p>SCA020 - The percentage of adult clients who are supported in the community during the year</p>	<b>GREEN</b>  84.77%	84.5%	85.3%	↑ 84.00%	<p>SCA020NM - Number of adult clients supported in the community</p> <p>5,866</p> <p>6,165</p> <p>SCA020DM - Total number of adult clients supported either in the community or in care homes</p> <p>6,920</p> <p>7,340</p>	17th		Bozena Allen	
<p><b>WMT004b‡</b></p> <p>WMT004b - The percentage of municipal waste collected by local authorities sent to landfill</p>	<b>GREEN</b>  43.19%	45.00%	42.00%	↑ 45.13%	<p>WMT004bNM - The tonnage of local authority collected municipal waste sent to landfill by the local authority</p> <p>47,625</p> <p>51,118</p> <p>WMT004bDM - The total tonnage of municipal waste collected by the local authority</p> <p>110,281</p> <p>113,277</p>	18th	<p>This improvement is mainly as a result of the 3 bag limit, targeted door knocking, and a focus on trade waste, and puts us in a good position to achieve the WG statutory target for 15/16</p>	Chris Howell	

PI & desired direction of Travel	Result	Target	Target for	Perform	N – Numerator * D – Denominator		Swansea's Position in Wales 2013/14	Comments (Explanation and Actions)	Responsible Head of Service
	14-15	14-15	15-16	13-14	14-15	13-14			
<b>WMT009b †</b>  WMT009b - 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	GREEN  56.54%	55.00%	58.00%	↑ 53.30%	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 62,348      60,378 WMT009bDM - The tonnage of municipal waste collected by the local authority 110,281      113,277	16th	This improvement is mainly as a result of the 3 bag limit, targeted door knocking, and a focus on trade waste, and puts us in a good position to achieve the WG statutory recycling target of 58% for 15/16.	Chris Howell	
<b>STS006 †</b>  STS006 - The percentage of reported fly tipping incidents cleared within 5 working days  Page 81	GREEN  92.77%	92.00%	92.00%	↓ 94.32%	STS006NM - The number of reported fly tipping incidents in the quarter cleared within 5 working days 4,143      2,691 STS006DM - The total number of fly tipping incidents recorded by the authority during the quarter 4,466      2,853	18th	There has been an increase in recorded fly tipping however this may be partly due to improvements in recording of data.	Stuart Davies	

PI & desired direction of Travel	Result	Target	Target for	Perform	N – Numerator * D – Denominator		Swansea's Position in Wales 2013/14	Comments  (Explanation and Actions)	Responsible Head of Service
	14-15	14-15	15-16	13-14	14-15	13-14			
<b>Supporting Services</b>									
<b>CH01 ↑</b>  The percentage of citizens satisfied with the overall standards of services provided by LA	<b>GREEN</b>  71.0%	68%	71%	↑ 68.00%	CH01NM - The number of citizens satisfied with the overall standards of services provided by LA 358      413 CH01DM - The total number of Swansea Voices respondents who completed this question 504      604		N/A - local indicator		Lee Wenham
<b>CFH007 ↑</b>  Percentage of Council Tax due for the financial year which was received by the authority	<b>GREEN</b>  97.17%	96.80%	NA	↓ 96.84%	CFH007NM - The amount of council tax received in the year. 92,748,734      86,930,435 CFH007DM - The total amount of council tax due for the financial year. 95,452,747      89,769,863		No National Comparison available for 13/14		Mike Hawes
<b>CHR002 ↓</b>  Page 82  CHR002 - The number of working days/shifts per full time equivalent (FTE) local authority employee lost due to sickness absence	<b>RED</b>  9.56	8.00	8.00	↓ 8.79	CHR002NM - Total number of working days/shifts lost to sickness absence, for the relevant period 91864.65      85,149 CHR002DM - Average Number of FTE employees. 9,606      9,692		No National Comparison available for 13/14	<p>As mentioned in previous years, the new Management of Absence Policy was implemented in October 2012, with real time sickness data entry plus improved Management Reports. .</p> <p>In addition, the Corporate Health, Safety &amp; Wellbeing Services Occupational Health Unit delivery plan includes the following key activities which include the recommendations from the Sickness Absence TFG's.</p> <p>The Occupational Health Advisors and Stress Management Advisors/Councillors will also be leading on work streams designed to deliver the Corporate Health and Safety Action Plan;</p> <p>With regards to employees who are on short term sickness, there needs to be some form of supportive contact with employees. Therefore, it has been agreed that this role will be undertaken by HR to support managers to deliver their responsibilities under the management of Absence Policy by contacting the employees on day 3 of sickness absence to clarify the reason for continuing absence and encourage an early return to work. This role has been undertaken by a HR Officer from 5th April 2015 and for a period of 12 months.</p>	Steve Rees



Long Term Trend	EOY Report
↗ Improving	45
↘ Declining	39
↔ Static	8
Missing	2

RAG status	EOY Report
Red Measure	17
Amber Measure	20
Green Measure	50
No RAG Colour	7

## Strategic End of Year (EOY) PI Report 2014-15



2014/15

**Met Target**  
**Green**
**Within 5% of Target**  
**Amber**
**Missed Target**  
**Red**

PI & desired direction of Travel	Result 14-15	Target 14-15	Target for 15-16	Perform 13-14	N – Numerator * D – Denominator		Swansea's Position in Wales 2013/14	Comments  (Explanation and Actions)	Responsible Head of Service
					14-15	13-14			
<b>Corporate Services: Delivery &amp; Information</b>									
<b>CH08a ↑</b>  The percentage of people satisfied with cleanliness standards in public areas within the city – within the neighbourhood	<b>NOT SET</b>  73.9%	not set		↓ 78%	CH08aNM - The number of Swansea Voices respondents who report the general cleanliness in their neighbourhood as Very or Fairly good		<b>N/A - local indicator</b>	Slightly lower results to last year with a reduced response rate. This indicator represents a perception rather than any measured value. Measured PI's remain similar to the previous year despite temporary reductions in manning levels and increases in flytipping..	Lee Wenham
					340	556			
					CH08aDM - The total number of Swansea Voices respondents who completed this question				
					460	710			
<b>CH08b ↑</b>  The percentage of people satisfied with cleanliness standards in public areas within the city – in the city centre	<b>NOT SET</b>  59.0%	not set		↑ 58%	CH08bNM - The number of respondents rating City Centre cleanliness as "very good" or "fairly good"		<b>N/A - local indicator</b>		Lee Wenham
					295	458			
					CH08bDM - The total number of Swansea Voices respondents who completed this question				
					500	793			
<b>Corporate Services: Finance</b>									
<b>CS11</b>  CS1 - Percentage of customers in the Contact Centre waiting less than 15 minutes	<b>GREEN</b>  77.56%	75.00%	NA	↑ 76%	CS1NM - Number of customers waiting less than 15 minutes		<b>N/A - local indicator</b>		Mike Hawes
					74,646	80,092			
					CS1DM - Total number of customers				
					96,241	105,278			
<b>CS21</b>  CS2 - Percentage of Customers requests resolved within Contact Centre (ones & dones)	<b>GREEN</b>  95.04%	94.00%	NA	↓ 95.4%	CS2NM - Number of customer requests completed in the contact centre		<b>N/A - local indicator</b>	All new student finance applications are no longer dealt with by the LA. All applications were previously being dealt with without back office assistance.	Mike Hawes
					67,178	70,461			
					CS2DM - Total number of customer requests				
					70,683	73,878			

PI & desired direction of Travel	Result	Target	Target for	Perform	N – Numerator * D – Denominator		Swansea's Position in Wales 2013/14	Comments (Explanation and Actions)	Responsible Head of Service
	14-15	14-15	15-16	13-14	14-15	13-14			
CFH006 †  CFH006 - Percentage of undisputed invoices which were paid in 30 days	AMBER  92.28%	93.70%	93.70%	↑ 92.10%	CFH006NM - Number of Invoices paid within 30 days from date of receipt.		No National Comparison available for 13/14	The performance can be attributed to a couple of main factors. The initial system set up problems associated with migrating to a new P card provider adversely impacted on a large volume of transactions early in the year. The team has also experienced atypical long term sickness cases which has adversely impacted on performance. The latter will be mitigated by the recent restructure which has amalgamated financial transaction teams (AP,AR and cashiers) which will provide a degree of resilience in this event.	Mike Hawes
					182,532	200,802			
					CFH006DM - Total number of ( all ) invoices paid in a 30 day period,				
					197,810	218,024			
<b>Corporate Services - HR</b>									
HR01 †  HR01 - The percentage of local authority employees from minority ethnic communities	NOT SET  0.25%	not set		↓ 0.26%	HR01NM - Av. number of local authority employees from minority ethnic communities (headcount).		N/A - local indicator	For Information only	Steve Rees
					27	29			
					HR01DM - Average number of employees (headcount).				
					10,978	11,195			
HR02 †  HR02 - The percentage of local authority employees declaring that they are disabled under the terms of the Disability Discrimination Act 1996	NOT SET  0.68%	not set		↓ 0.71%	HR02NM - Av. number of local authority employees declaring that they are disabled under the terms of the Disability Discrimination Act 1995 (headcount).		N/A - local indicator	For Information only	Steve Rees
					75	79			
					HR02DM - Average number of employees (headcount).				
					10,978	11,195			

PI & desired direction of Travel	Result	Target	Target for	Perform	N – Numerator * D – Denominator		Swansea's Position in Wales 2013/14	Comments (Explanation and Actions)	Responsible Head of Service
	14-15	14-15	15-16	13-14	14-15	13-14			
<b>People : Education Effectiveness</b>									
<b>EDCP21↑</b>  EDCP21 - The percentage of pupils in schools maintained by the authority in previous summer achieving 5 or core GCSEs at grades A* - C or the vocational equivalent	<b>GREEN</b>  <b>85.39%</b>	80%	86%	↑ 79.3%	EDCP21NM - Number of pupils in schools maintained by the authority in the previous summer achieving 5 or more GCSEs at grades A*-C or the vocational equivalent <b>2,168</b>   <b>2,112</b>		<b>N/A - local indicator</b>		Helen Morgan-Rees
					EDCP21DM - All pupils in schools maintained by the authority in the previous summer <b>2,539</b>   <b>2,663</b>				
<b>EDU002i ↓</b>  EDU002i -The percentage of all pupils (including those in local authority care), in any local authority maintained school, aged 15 as at the preceding August who leave compulsory education, training or work based learning without an approved external qualification	<b>RED</b>  <b>0.24%</b>	0.20%	0.00%	↓ 0.11%	EDU002iNM - No. of pupils aged 15 on 31 August in any local authority maintained school, who leave compulsory education without an approved external qualification and do not continue in education, training or work based learning <b>6</b>   <b>3</b>		<b>No National Comparison available for 13/14</b>	A particularly low number of pupils had been involved in the indicator in the previous year. Performance is worse than last year but maintains the overall downward trend and is still very close to target.	Helen Morgan-Rees
					EDU002iDM - Total number of pupils aged 15 on 31 August and on roll in any local authority maintained school at the time of the annual school census in January <b>2,539</b>   <b>2,663</b>				
<b>EDU002ii ↓</b>  EDU002ii -The percentage of pupils in local authority care, in any local authority maintained school, aged 15 as at the preceding August who leave compulsory education, training or work based learning without an approved external qualification.	<b>GREEN</b>  <b>0.00%</b>	5.00%	0.00%	→ 0.00%	EDU002iiNM - No. of pupils in local authority care aged 15 on 31 August, who leave compulsory education without an approved external qualification and do not continue in education, training or work based learning <b>0</b>   <b>0</b>		<b>No National Comparison available for 13/14</b>		Robin Brown
					EDU002iiDM - Total number of pupils in local authority care aged 15 on 31 August and on roll in any local authority maintained school at the time of the annual school census in January <b>29</b>   <b>35</b>				
<b>EDU006i ↑</b>  EDU006i - The percentage of pupils assessed, in schools maintained by the LA, receiving a Teacher Assessment in Welsh (first Language) at the end of Key Stage 2	<b>AMBER</b>  <b>11.82%</b>	12.10%	11.50%	↑ 10.40%	EDU006iNM - Number of pupils, in all schools maintained by the local authority, receiving a Teacher Assessment in Welsh (first language) at the end of Key Stage 2 <b>295</b>   <b>251</b>		<b>13th</b>	The overall number of pupils in Welsh-medium education continues to rise. However, a small number of pupils had moved out of Welsh-medium education since the target was set.	Helen Morgan-Rees
					EDU006iDM - Number of pupils assessed, in all schools maintained by the local authority at the end of Key Stage 2 <b>2,495</b>   <b>2,413</b>				

PI & desired direction of Travel	Result	Target	Target for	Perform	N – Numerator * D – Denominator		Swansea's Position in Wales 2013/14	Comments  (Explanation and Actions)	Responsible Head of Service
	14-15	14-15	15-16	13-14	14-15	13-14			
<b>EDU006ii t</b>  EDU006ii - The percentage of pupils assessed, in schools maintained by the local authority, receiving a Teacher Assessment in Welsh (first Language) at the end of Key Stage 3	<b>AMBER</b>	10.60%	9.90%	↑ 9.34%	EDU006iiNM - Number of pupils, in all schools maintained by the local authority, receiving a Teacher Assessment in Welsh (first language) at the end of Key Stage 3		15th	The overall number of pupils in Welsh-medium education continues to rise. However, a small number of pupils had moved out of Welsh-medium education since the target was set.	Helen Morgan-Rees
					257	226			
					EDU006iiDM - Number of pupils assessed, in schools maintained by the local authority at the end of Key Stage 3				
					2,474	2,420			
<b>People : Education Inclusion</b>									
<b>EDU011a t</b>  EDU011a -The average point score for pupils aged 15 at the preceding 31 August, in schools maintained by the local authority	<b>GREEN</b>	540.00	570.00	↑ 525.20	EDU011NM - The total number of points scored in approved external qualifications by all pupils aged 15 on 31 August		9th		Helen Morgan-Rees
					1,420,738	1,398,608			
					EDU011DM - Total number of pupils aged 15 on 31 August and on roll in any local authority maintained school at the time of the annual School's Census in January				
					2,539	2,663			
<b>EDU015a</b>  EDU015a -The percentage of final statements of special education need issued within 26 weeks including exceptions	<b>GREEN</b>	84.0%	86.0%	↓ 89.4%	EDU015aNm - The number of pupils for whom statements of special educational needs were issued for the first time and within 26 weeks during the calendar year, including exceptions		10th	There was a very slight decrease in performance this year due to the nature of the statements in the time period. The outturn is on target.	Robin Brown
					136	168			
					EDU015aDM - The total number of pupils for whom statements of special educational needs were issued for the first time during the year, including exceptions				
					154	188			
<b>EDU015b t</b>  EDU015b -The percentage of final statements of special education need issued within 26 weeks excluding exceptions	<b>GREEN</b>	97.0%	98.0%	↑ 98.8%	EDU015bNm - The number of pupils for whom statements of special educational needs were issued for the first time and within 26 weeks during the calendar year, excluding exceptions		17th		Robin Brown
					136	169			
					EDU015bDM - The total number of pupils for whom statements of special educational needs were issued for the first time during the year, excluding exceptions				
					136	171			



PI & desired direction of Travel	Result	Target	Target for	Perform	N – Numerator * D – Denominator		Swansea's Position in Wales 2013/14	Comments  (Explanation and Actions)	Responsible Head of Service
	14-15	14-15	15-16	13-14	14-15	13-14			
<b>People : Social Services - Adult Services &amp; Child &amp; Family Services</b>									
SCA003a†  SCA003a - The percentage of clients who are supported in the community during the year in the age groups 18-64	AMBER  97.3%	97.5%	97.5%	↓ 97.4%	SCA003aN - Number of clients aged 18-64 supported in the community 2,116	2,155	4th	We will continue to maintain a strong focus on promoting independence. For 2014/15, the target was missed by 0.2%, representing just 4 individuals out of a total of 2,174.	Bozena Allen
					SCA003aDM - Total number of clients aged 18-64 supported either in the community or in care homes 2,174	2,213			
SCA003b†  SCA003b - The percentage of clients who are supported in the community during the year in the age groups 65+	AMBER  79.0%	80%	81%	↑ 78%	SCA003bN - Number of clients aged 65+ supported in the community 3,750	4,010	13th	Performance improved this year and we will continue to maintain a strong focus on promoting independence. For 2014/15, the target was missed by under 1%, representing just 47 individuals out of a total of 4,746.	Bozena Allen
					SCA003bDM - Total number of clients aged 65+ supported either in the community or in care homes 4,746	5,127			
SSA1 ↓  SSA1 - The average number of working days between initial enquiry and completion of the care plan, including specialist assessments	AMBER  21.30	£21.00	£21.00	→ 21.30	SSA1N - Total number of working days between initial enquiry and care plan completion for all new care plans completed during the year 21	21	N/A - local indicator	We have sustained the performance achieved in in 2013/14. During 2015/16 we will be re-modelling the "front door" to ensure referrals are dealt with as close to the point of contact as appropriate as part of the wider requirements under the Social Services and Well-Being Act to introduce effective information, advice and assistance services.	Bozena Allen
					SSA1DM - Total number of new care plans completed during the year 1	1			
SSA2 ↓  SSA2 - The average number of working days taken from completion of the care plan and / or installation of aids / equipment	RED  8.40	£7.00	£7.00	↓ 7.29	SSA2NM - The total number of working days taken to provide and/or install aids/equipment 26,868	28,199	N/A - local indicator	Performance improved during the year from 10.1 days in Q1 to 7.15 days in Quarter 4. We will be focussing on maintaining the improved performance going forward into 2015/16	Bozena Allen
					SSA2DM - The total number of items of aids/equipment provided and/or installed during the year 3,198	3,869			

PI & desired direction of Travel	Result	Target	Target for	Perform	N – Numerator * D – Denominator		Swansea's Position in Wales 2013/14	Comments  (Explanation and Actions)	Responsible Head of Service
	14-15	14-15	15-16	13-14	14-15	13-14			
AS1 ↑  AS1 (SCA019) - Percentage of cases where the risk (safeguarding vulnerable adults) has been managed	AMBER  92.63%	93.50%	94.00%	↓ 93.3%	AS1NM - The number of adult protection referrals completed in the year where risk has been managed 352	403	N/A - local indicator	Performance has been sustained compared to 2013/14 and the target has been missed by less than 1%. For the 7.4% of cases where risk is regarded to remain, it should be noted that there will be a range of additional activity in place to assure safety, along with increased monitoring. This performance continues to be close to the Wales average. We will continue to focus on achieving good performance on this indicator.	Bozena Allen
AS2 ↑  AS2 (SCA020) - Percentage of people supported to be independent	GREEN  84.77%	84.50%	85.30%	↑ 84.0%	AS2NM - Number of clients supported in the community 5,866	6,165	N/A - local indicator		Bozena Allen
SCC001a†  SCC001a - The percentage of first placements of looked after children during the year that began with a care plan in place	GREEN  100%	100%	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. 213	190	1st		Julie Thomas
SCC001b†  SCC001b - 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	AMBER  97%	99%	99%	↓ 98.39%	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. 132	122	8th	Difficulties at the start of the year in obtaining plans. Performance has been 100% since Q2, and efforts will be made to maintain current levels	Julie Thomas

PI & desired direction of Travel	Result	Target	Target for	Perform	N – Numerator * D – Denominator		Swansea's Position in Wales 2013/14	Comments  (Explanation and Actions)	Responsible Head of Service
	14-15	14-15	15-16	13-14	14-15	13-14			
<b>SCC002↓</b>  SCC002 -The percentage of children looked after at 31st March who have experienced one or more changes of school, during a period or periods of being looked after, which were not due to transitional arrangements, in the 12 months to 31st March	<b>AMBER</b>  15.74%	15%	15%	↑ 17.01%	SCC002NM - The number of children of compulsory school age looked after at 31 March who have experienced one or more changes of school, which were not due to transitional arrangements, in the 12 months to 31 March 51	58 SCC002DM - The number of children of compulsory school age looked after at 31 March. 324	17th	Indicator is moving towards target. All decisions on school moves are carefully considered, and must be necessary and appropriate for achieving a child/young person's best possible outcomes. LAC Education group to monitor performance within this measure.	Julie Thomas
<b>SCC007a↑</b>  SCC007a - The percentage of referrals during the year that were allocated to a social worker for initial assessment	<b>AMBER</b>  79%	80%	75%	↓ 79.97%	SCC007aN - The number of referrals that were allocated to a social worker for initial assessment during the year 1,424	1,278 SCC007aDM - The total number of referrals received during the year 1,804	8th	A result of changes to process at the front door. Performance is expected to stabilise once new process becomes fully embedded in 2015/16.	Julie Thomas
<b>SCC007b↓</b>  SCC007b - The percentage of referrals during the year that were allocated to someone other than a social worker for initial assessment	<b>RED</b>  5%	2%	2%	↓ 2.19%	SCC007bNM - The number of referrals that were allocated to someone other than a social worker for initial assessment during the year 83	35 SCC007bDM - The total number of referrals received during the year 1,804	8th	Allocated to Students as a part of their practice training. All work is supervised by a qualified worker.	Julie Thomas
<b>SCC007c↓</b>  SCC007c - The percentage of referrals during the year that did not proceed to allocation for initial assessment	<b>GREEN</b>  16%	18%	18%	↑ 17.83%	SCC007cNM - The number of referrals that did not proceed to allocation for initial assessment during the year 297	285 SCC007cDM - The total number of referrals received during the year 1,804	10th		Julie Thomas

PI & desired direction of Travel	Result	Target	Target for	Perform	N – Numerator * D – Denominator		Swansea's Position in Wales 2013/14	Comments  (Explanation and Actions)	Responsible Head of Service
	14-15	14-15	15-16	13-14	14-15	13-14			
<b>SCC013ai†</b>  SCC013ai - The percentage of open cases of children on the child protection register who have an allocated social worker	<b>GREEN</b>  <b>100.00%</b>	99.8%	100.0%	↑ 99.74%	SCC013aiNM - The number of open cases of children on the Child Protection Register with an allocated social worker <b>919</b>	<b>776</b> SCC013aiDM - The total number of open cases of children on the Child Protection Register <b>778</b>	20th		Julie Thomas
<b>SCC013aii†</b>  SCC013aii - The percentage of open cases of children looked after who have an allocated social worker	<b>GREEN</b>  <b>99.71%</b>	98%	100.0%	↑ 97.78%	SCC013aiiNM - The number of open cases of children looked after with an allocated social worker <b>2,054</b>	<b>2,154</b> SCC013aiiDM - The total number of open cases of children looked after <b>2,203</b>	18th		Julie Thomas
<b>SCC013aiii†</b>  SCC013aiii - The percentage of open cases of children in need who have an allocated social worker	<b>AMBER</b>  <b>75.36%</b>	78%	78%	↑ 75.07%	SCC013aiiiiNM - The number of open cases of children in need with an allocated social worker <b>3,862</b>	<b>3,643</b> SCC013aiiiiDM - The total number of open cases of children in need <b>4,853</b>	14th	An improvement on last year, at the same time as an increase in the overall number of CIN cases held open by CFS. We will continue to monitor the impact of changes in practice on this indicator to ensure that work with children in need is robust enough to prevent drift and future escalation of need.	Julie Thomas
<b>SCC013bi ↓</b>  SCC013bi - 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>  <b>0.00%</b>	0.0%	0.2%	↑ 0.3%	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 <b>0</b>	<b>2</b> SCC013biDM - The total number of open cases of children on the Child Protection Register <b>778</b>	22nd		Julie Thomas

PI & desired direction of Travel	Result	Target	Target for	Perform	N – Numerator * D – Denominator		Swansea's Position in Wales 2013/14	Comments  (Explanation and Actions)	Responsible Head of Service				
	14-15	14-15	15-16	13-14	14-15	13-14							
<b>SCC013bii ↓</b>  SCC013bii - 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>  0.05%	1.2%	0.2%	↑ 1.63%	SCC013biiNM - The number of open cases of LAC children allocated to someone other than a social worker where the child is receiving a service in accordance with her/his assessment or plan  <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; text-align: center;">1</td> <td style="width: 50%; text-align: center;">36</td> </tr> </table> SCC013biiDM - The total number of open cases of Looked after children  <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; text-align: center;">2,060</td> <td style="width: 50%; text-align: center;">2,203</td> </tr> </table>		1	36	2,060	2,203	18th		Julie Thomas
1	36												
2,060	2,203												
<b>SCC013biii ↓</b>  SCC013biii - 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	<b>RED</b>  20.59%	19%	18%	↓ 19.23%	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  <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; text-align: center;">1,055</td> <td style="width: 50%; text-align: center;">933</td> </tr> </table> SCC013biiiDM - The total number of open cases of children in need  <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; text-align: center;">5,125</td> <td style="width: 50%; text-align: center;">4,853</td> </tr> </table>		1,055	933	5,125	4,853	11th	There has been an increase in the overall number of CIN cases held open by CFS. Often these are cases allocated to Student Social Workers who will also be supervised by qualified staff.	Julie Thomas
1,055	933												
5,125	4,853												
<b>SCC025†</b>  SCC025 - The percentage of statutory visits to looked after children due in the year that took place in accordance with regulations	<b>AMBER</b>  83.87%	88%	88%	↑ 83.61%	SCC025NM - The number of statutory visits to looked after children due in the year to 31 March that took place in accordance with regulations  <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; text-align: center;">3,573</td> <td style="width: 50%; text-align: center;">2,749</td> </tr> </table> SCC025DM - The number of statutory visits to looked after children due in the year to 31 March  <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; text-align: center;">4,260</td> <td style="width: 50%; text-align: center;">3,288</td> </tr> </table>		3,573	2,749	4,260	3,288	16th	Improvement upon last year's performance. Work continues to ensure that all LAC children are visited within statutory timescales, and to ensure that placements are focused on achieving the best possible outcomes for each child looked after. More and more looked after children are being supported into placements closer to home, and this should contribute to further improvement this year.	Julie Thomas
3,573	2,749												
4,260	3,288												
<b>SCC037 †</b>  SCC037 - The average external qualification point score for 16 year old looked after children, in any local authority maintained learning setting	<b>GREEN</b>  281.59	260.00	285.00	↑ 249.15	SCC037NM - The total number of points scored in external qualifications by looked after children aged 15 on 31 August 2006  <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; text-align: center;">4,787</td> <td style="width: 50%; text-align: center;">6,727</td> </tr> </table> SCC037DM - The total number of looked after children aged 15 on 31 August 2006  <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; text-align: center;">17</td> <td style="width: 50%; text-align: center;">27</td> </tr> </table>		4,787	6,727	17	27	12th		Julie Thomas
4,787	6,727												
17	27												

PI & desired direction of Travel	Result	Target	Target for	Perform	N – Numerator * D – Denominator		Swansea's Position in Wales 2013/14	Comments  (Explanation and Actions)	Responsible Head of Service
	14-15	14-15	15-16	13-14	14-15	13-14			
<b>SCC041a ↑</b>  SCC041a - The percentage of eligible, relevant and former relevant children that have pathway plans as required	<b>GREEN</b>  98.16%	94%	98.5%	↑ 93.53%	SCC041aN - Number of eligible, relevant and former relevant children that have a pathway plan at 31 March as required 213   130 SCC041aDM - Number of eligible, relevant and former relevant children who should have a pathway plan at 31 March 217   139	15th		Julie Thomas	
<b>SCC045†</b>  SCC045 - The percentage reviews carried out in accordance with the statutory timetable	<b>AMBER</b>  85.65%	90%	90%	↓ 89%	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 3,068   2,694 SCC045DM - The number of reviews of looked after children, children on the Child Protection Register and children in need due in the year 3,582   3,040	17th	Completion rates in CIN Reviews has contributed to the final result. Implementation of a revised CIN review process in 2015/16 will improve performance.	Julie Thomas	
<b>FSCH1 ↑</b> Page 93 FSCH1 - Percentage attendance at Flying Start Settings	<b>GREEN</b>  79.5%	70.0%	70.0%	↓ 80.3%	FSCH1NM - Sessions attended 66,432   54,746 FSCH1DM - Maximum sessions available (minus unfilled sessions) 83,593   68,156	N/A - local indicator	Our outcome agreement target is 70% however we do have a reaching target of 80%. Considering that we have faced an expansion phase this year and also a higher than expected childhood illness instances with incubation periods of up to 2 weeks (a lot of chicken pox, scarlet fever and sickness) we feel that reaching 79.5% is a very good achievement.	Sarah Crawley	
<b>FSRNT1a ↑</b>  FSRNT1a - Percentage of parents/carers that report a positive distance travelled (improvement) at the end of a Flying Start Parenting Programme in self esteem and confidence	<b>GREEN</b>  89.6%	60.0%	60.0%	↑ 67.9%	FSRNT1aN - total parents/carers that have completed the outcome star & at end of intervention the scores evidence an improvement. a) No that of parents that record a positive change in self esteem and confidence 397   224 FSRNT1aDM - Total parents/carers that have completed the outcome star at the beginning & end of intervention. 443   330	N/A - local indicator	These are not outcomes where we would expect to see a year on year improvement - that would not be possible as we are not comparing like with like	Sarah Crawley	

PI & desired direction of Travel	Result	Target	Target for	Perform	N – Numerator * D – Denominator		Swansea's Position in Wales 2013/14	Comments (Explanation and Actions)	Responsible Head of Service
	14-15	14-15	15-16	13-14	14-15	13-14			
<b>FSRNT1b ↑</b>  FSRNT1b - Percentage of parents/carers that report a positive distance travelled (improvement) at the end of a Flying Start Parenting Programme in Parenting skills	<b>GREEN</b>  63.2%	60.0%	60.0%	↓ 69.1%	FSRNT1bNM - total parents/carers that have completed the outcome star & at end of intervention the scores evidence an improvement. b) No. of parents that record a positive change in Parenting skills  60   228 FSRNT1bDM - Total parents/carers that have completed the outcome star at the beginning & end of intervention.  95   330	N/A - local indicator	These are not outcomes where we would expect to see a year on year improvement - that would not be possible as we are not comparing like with like	Sarah Crawley	
<b>FSRNT1c ↑</b>  FSRNT1c - Percentage of parents/carers that report a positive distance travelled (improvement) at the end of a Flying Start Parenting Programme in Childrens Behaviour	<b>GREEN</b>  63.2%	60.0%	60.0%	↓ 63.9%	FSRNT1cNM - total parents/carers that have completed the outcome star & at end of intervention the scores evidence an improvement. c) No. of parents that record a positive change in Childrens Behaviour  60   211 FSRNT1cDM - Total parents/carers that have completed the outcome star at the beginning & end of intervention.  95   330	N/A - local indicator	These are not outcomes where we would expect to see a year on year improvement - that would not be possible as we are not comparing like with like	Sarah Crawley	
<b>CFS2 ↓</b>  CFS2 - Number of children looked after	<b>GREEN</b>  511	517	500	↑ 538	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  511   538 D 1   1	N/A - local indicator		Julie Thomas	
<b>CFS3 ↓</b>  CFS3 - Rate of entry in Looked after children (per 1000 population 0-17)	<b>RED</b>  4.53	3.83	4.00	↓ 4.04	CFS3NM - The number of children who started to be looked after during the year  213   190 CFS3DM - Per 1,000 population of children 0-17 within the local authority area  47,046   47,046	N/A - local indicator	The increase in the rate of admissions to care has increased this year. We continue to work to the Safe LAC Reduction Strategy to ensure that where children are placed in care that they remain in care for the shortest period of time possible.	Julie Thomas	

PI & desired direction of Travel	Result	Target	Target for	Perform	N – Numerator * D – Denominator		Swansea's Position in Wales 2013/14	Comments (Explanation and Actions)	Responsible Head of Service
	14-15	14-15	15-16	13-14	14-15	13-14			
CFS4 ↓  CFS4 - Rate of Looked After Children (per 1000 population 0-17 years)	GREEN				CFS4NM - Number of children looked after by City and County of Swansea at end of period		N/A - local indicator		Julie Thomas
	10.86	11.40	11.20	↑ 11.44	511	538			
	CFS4DM - Per 1,000 population of children 0-17 within the local authority area		47,046	47,046					
CFS9 ↑  CFS9 - Percentage of children in mainstream foster care who are placed with Foster Swansea	GREEN				CFS9NM - The number of Children who are placed with a family, in a foster placement supported by Foster Swansea at end of period.		N/A - local indicator		Julie Thomas
	65.2%	62.3%	62.5%	↑ 62.2%	184	176			
	CFS9DM - Total number of children looked after in a foster placement at end of period		282	283					
CFS11 ↑ Page 9 CFS11 - Percentage of children looked after in a family placement	AMBER				CFS11NM - The number who were in foster placements or placed for adoption at end of quarter		N/A - local indicator	The target was missed by 1 placement only. The LAC Reduction Strategy will improve this result.	Julie Thomas
	90.6%	90.7%	85.0%	↓ 90.7%	463	488			
	CFS11DM - Total number of children who were looked after at end of quarter		511	538					
SIU02 ↑  SIU02 - No. of Council staff making saving contributions to the Credit Union through payroll deduction.	GREEN				SIU02NM - Number of Council staff making savings contributions to the Credit Union		N/A - local indicator		Sarah Crawley
	177	150	to be deleted	↑ 99	177	99			
	D		1	1					
CIP4↑  CIP4- The number of sites used by the community to grow and produce food (Allotment sites/growing spaces)	GREEN				CIP4NM - The number of sites (any size and regardless of how many plots within the site) used by the community to grow food (Fruit & Veg).		N/A - local indicator		Sarah Crawley
	43	40.00	to be deleted	↑ 28	43	28			
	D		1	1					



PI & desired direction of Travel	Result	Target	Target for	Perform	N – Numerator * D – Denominator		Swansea's Position in Wales 2013/14	Comments  (Explanation and Actions)	Responsible Head of Service
	14-15	14-15	15-16	13-14	14-15	13-14			
<b>Place : Culture, Sport, Lesiure &amp; Tourism</b>									
<b>C&amp;T12 ↑</b>	<b>GREEN</b>								
C&T12 - Total number of visits to cultural and recreational services provided by Culture & Tourism (Archives, Libraries, Museums & Galleries, Plantasia, Grand Theatre, Special Events and Brangwyn Hall)	2,398,569	2,299,000	2,319,000	↓ 2,482,110	C&T12NM - Total number of visits to cultural and recreational services proved by C&T		N/A - local indicator	There was no Airshow in 14-15 which is reflected in the reduction to 13-14 but overall performance was still strong, exceeding expectations in most areas. Archives, Libraries and other services usage was down, following national trends; whilst Events increased alongside neutral results for the cultural venues	Tracey McNulty
					2,398,569	2,482,110			
					D				
					1	1			
<b>CRE21 ↑</b>	<b>GREEN</b>								
CRE21 - Total usage of Community Centres	481,969	480,000	482,000	↑ 469,344	CRE21NM - The total usage of Community Centres		N/A - local indicator	Usage target for 15/16 has been frozen due to the anticipated effects of closures and budget restrictions.	Tracey McNulty
					481,969	469,344			
					D				
					1	1			
<b>CTCH3 ↑</b>	<b>AMBER</b>								
CTCH3 - The total number of physical activity visits to Culture & Tourism Active Swansea services (includes partnership sites)	3,487,036	3,500,000	3,557,000	↑ 3,421,508	CTCH3NM - The total number of physical activity visits to Culture & Tourism "Active Swansea" services		N/A - local indicator	The result for this year nearly achieved the very challenging target (only 13k off). This still represents a continued upwards trend which is expected to continue in 2015-16 suggesting that a 2% target increase is achievable.	Tracey McNulty
					3,487,036	3,421,508			
					D				
					1	1			
<b>CTG4 ↑</b>	<b>RED</b>								
CTG4 - Grand Theatre Usage (Physical Visits)	257,593	278,000	265,000	↓ 274,082	CTG4NM - Grand Theatre Usage (Physical Visits)		N/A - local indicator	The 2013-14 target was exceeded due to additional catering service usage being recorded. The target for 14-15 was adjusted to reflect this. Usage declined due to both a number of cancelled shows and a number with poor attendances. In order to improve on this for 15/16 the Theatre will concentrate on audience development, and increase the quality of e-marketing as well as looking at the programme mix in order to satisfy popular usage.	Tracey McNulty
					257,593	274,082			
					D				
					1	1			

PI & desired direction of Travel	Result 14-15	Target 14-15	Target for 15-16	Perform 13-14	N – Numerator * D – Denominator		Swansea's Position in Wales 2013/14	Comments  (Explanation and Actions)	Responsible Head of Service
					14-15	13-14			
CTM9a†  CTM9a - Total number of visitors to Museums and Galleries	GREEN  534,158	447,000	465,000	↑ 440,332	CTM9aN - Total number of visitors to Museums and Galleries 534,158      440,332 D 1      1		N/A - local indicator	Unlike previous years, we are currently only accounting for specific visits to the theatre for shows, rather than ancillary events, room hires or use of the café. Ticketed attendance declined this year due to a number of cancelled tours by the promoters and a number with poor attendances due to the product reach. In order to improve on this for 15/16 the Theatre will concentrate on audience development, e-marketing and programme mix.	Tracey McNulty
CTM9b†  CTM9b - Total number of visits made to Museums and Gallery websites  Page 97	GREEN  273,076	179,900	179,900	↑ 151,551	CTM9bN - Total number of visits made to Museums and Gallery websites 273,076      151,551 D 1      1		N/A - local indicator	Excellent results in our first year of collecting "Unique Visitors" as opposed to the previous measurement of Unique Page Views. We would expect to see less individual visitors than page views, but due to the effect of the DT Centenary year, increase in web visits to DylanThomas.com exceeded targets. The visits will inevitably plateau to some degree this year, so the new target takes this and previous trends into account.	Tracey McNulty
CTT4 †  CTT4 - The amount of money spent by visitors to the City & County of Swansea (£million)	GREEN  £385.00	£365.00	£400.00	↑ £360.55	CTT4N - Spend by visitors attracted to Swansea 385      361 D 1      1		N/A - local indicator	Great results indicating a £25 million improvement on visitor spending in the area. The Non-Serviced ie. self catering/ caravan/ camping sector reports that a good summer had a significant impact on trade, along with the major events programme had an impact. The launch of award winning destination marketing campaigns and associated positive PR activity helped swell the day and staying visitor numbers, confirming the strategy to shift from 'off' to on-line channels, attracting more new, high yielding customers.	Tracey McNulty

PI & desired direction of Travel	Result 14-15	Target 14-15	Target for 15-16	Perform 13-14	N – Numerator * D – Denominator		Swansea's Position in Wales 2013/14	Comments  (Explanation and Actions)	Responsible Head of Service
					14-15	13-14			
LCL0011	AMBER				LCL001NM - The number of visits to Public Libraries during the year per 1,000 population		12th	Anecdotal evidence from customers and staff suggests the disruption caused by roadworks around the Civic Centre has impacted on customers and motivation to visit the Central Library. In addition, the national trend towards downloading/streaming e-books and e-film content has impacted on a sector of users. CIPFA figures show that the average drop in visits across the UK is 6%.	Tracey McNulty
					1,133,887	1,238,111			
					LCL001DM - Total population				
					240.33	239.60			
LCL001 - The number of visits to public libraries during the year per 1,000 population	4,718	4,889	4,279	↓ 5167				Closer to home, the opening of new destination libraries in Cardiff and Caerphilly has pushed Swansea down the league tables, as our visits have plateaued following the initial spike when the new Central Library opened. This indicator also relates to use/visits per 1,000 population and as Swansea itself is growing in population, targets will need to be assessed accordingly, especially in relation to financial reductions which may affect opening times or management arrangements.	
LCL0041	AMBER				LCL004NM - The number of library material issues during the year		8th	As with LCL001. the UK trend in declining issues is running at 6% for UK and 4% in Wales. Further reductions in the Book Fund is anticipated to reduce issues by a further 4-6%. Therefore a further 5% reduction is projected. Future targets will need to be reassessed in line with the impact of budget savings, once known.	Tracey McNulty
					1,147,226	1,206,779			
					LCL004DM - Total population				
					240	240			
Page 98 LCL004 - The number of library materials issued during the year, per 1,000 population	4,773.5	4,975	4,233	↓ 5037					

PI & desired direction of Travel	Result	Target	Target for	Perform	N – Numerator * D – Denominator		Swansea's Position in Wales 2013/14	Comments  (Explanation and Actions)	Responsible Head of Service
	14-15	14-15	15-16	13-14	14-15	13-14			
<p><b>LCS002 †</b></p> <p>LCS002 - The number of visits to local authority sport and leisure centres during the year where the visitor will be participating in physical activity, per 1,000 population</p>	<b>GREEN</b>	8,452	8,765	↑ 8,224.1	<p>LCS002NM - Number of visits to sport and leisure centres during the year where the visitor will be participating in physical activity</p> <p>2,062,409</p> <p>LCS002DM - Total population</p> <p>240.33</p>	<p>1,970,490</p> <p>239.60</p>	13th	<p>The performance of this measure (8,534 = 2.05 m visits) continues on an upward trend exceeding the result last year (8,224 = 1.97m visits).</p> <p>The reason for the net increase actual visits is due to strong performances from schools 5x60 usage (+14k), the LC (+31k), and despite other usage losses (Gym Centre recorded usage dropped by 25k WNP by 9k, Penlan LC by 6k).</p> <p>The target for next year has been set at 8,765 visits per 1000 population (equates to 2,103,657 actual visits) which takes in to account expected improvements from all permitted contributing venues and a 2% increase.</p>	Tracey McNulty
<p><b>CIP1†</b></p> <p>CIP1 - Percentage of 11-16 year old attending 20 or more extra-curricular physical or sporting activities during the school year</p>	<b>GREEN</b>	10.00%	12.00%	↑ 6.12%	<p>CIP1NM - The number of 11-16 year olds attending 20 times or more across the school year</p> <p>1,271</p> <p>CIP1DM - The total number of 11-16 year olds</p> <p>12,231</p>	<p>736</p> <p>12,017</p>	N/A - local indicator	<p>Please note that this result is reported in line with the school year and is therefore effectively reported one year retrospectively</p>	Tracey McNulty
<p><b>CIP2†</b></p> <p>CIP2 - Percentage of year 6 school children (11 years old) involved in the schools learn to swim programme who can swim to the required standard</p>	<b>RED</b>	91.00%	91.00%	↓ 88.72%	<p>CIP2NM - The number of year 6 pupils in the programme who can swim to the required standard plus the year 6 pupils from schools in the programme who did not attend because they have already met the standard through previous attendance in years 3/4/5</p> <p>82</p> <p>CIP2DM - The total year 6 school roll minus those pupils from schools making their own learn to swim arrangements</p> <p>100</p>	<p>1,966</p> <p>2,216</p>	N/A - local indicator	<p>Please note that this result is reported in line with the school year and is therefore effectively reported one year retrospectively</p> <p>The 91% target was quite ambitious in hindsight, given that this measure is already performing at a high level, suggesting smaller increments are more realistic. The result represents a decrease on the previous upward trend. The main reason for this is lower than average participation from schools with a high proportion of BME pupils and other hard to reach groups at 37-40% against others at 80%. Actions to address this include working more closely with parents and community groups to promote the importance of these lessons and creating opportunities for cultural barriers to be</p>	Tracey McNulty

PI & desired direction of Travel	Result	Target	Target for	Perform	N – Numerator * D – Denominator		Swansea's Position in Wales 2013/14	Comments  (Explanation and Actions)	Responsible Head of Service
	14-15	14-15	15-16	13-14	14-15	13-14			
<b>CIP3†</b>  CIP3 - The number of GP Referrals still engaging in physical activity after 12 months and indicating their health has improved	<b>GREEN</b>  69.79%	60.00%	65.00%	↓ 74.06%	CIP3NM - The number of referrals who have completed the 16 week scheme and have reached the 12 month point within the financial year (i.e. 2013-14) who report they are still active		<b>N/A - local indicator</b>	Good results reported year on year, with future targets taking into consideration the impact of reduced staffing and changes to the funding criteria going forward.	Tracey McNulty
					261	277			
					CIP3DM - The total number of referrals who have completed the 16 week scheme and have reached the 12 month point within the financial year (i.e. 2013-14)				
					374	374			
<b>Place : Economic Regeneration &amp; Planning</b>									
<b>PLA004b †</b>  PLA004b - The percentage of minor Planning Applications determined during the year within 8 weeks	<b>RED</b>  56.43%	60.00%	60.00%	↓ 58%	PLA004bNM - The number of minor planning Applications determined during the year within 8 weeks		<b>15th</b>	The end of year target was affected by the introduction of a document management system at the end of 2013 and interim management arrangements were still in place pending the office restructure in August 2014. This subsequently led to disruption in the validation of new planning applications and a greater focus on clearing the backlog of older applications. This resulted in poor performance in quarters 1 and 2 (38% in Q1 and 49% in Q2). Following the section restructure in Aug 2014, performance improved to 74% in Quarter 3 and was 61% in Quarter 4 which are both above target results. <b>Action:</b> Continue to monitor and improve efficiencies in the planning process, including the introduction of front loading of planning applications with further utilisation of the document management system; performance is expected to improve.	Phil Holmes
					386	325			
					PLA004bDM - The total number of minor planning applications determined during the year				
					684	564			

PI & desired direction of Travel	Result	Target	Target for	Perform	N – Numerator * D – Denominator		Swansea's Position in Wales 2013/14	Comments  (Explanation and Actions)	Responsible Head of Service
	14-15	14-15	15-16	13-14	14-15	13-14			
<b>PLA004c ↑</b>  PLA004c - The percentage of householder planning applications determined during the year within 8 weeks	<b>RED</b>  <b>80.36%</b>	90%	90%	↑ 80%	PLA004cNM - The number of householder planning applications determined during the year within 8 weeks  <b>536</b>	<b>536</b>  PLA004cDM - The total number of householder planning applications determined during the year  <b>667</b>	<b>18th</b>	The end of year target was affected by the introduction of a document management system at the end of 2013 and interim management arrangements were still in place pending the office restructure in August 2014. This subsequently led to disruption in the validation of new planning applications and a greater focus on clearing the backlog of older applications. This resulted in poor performance in quarters 1 and 2 (74% in Q1 and 74% in Q2). Following the section restructure in Aug 2014, performance improved to 93% in Quarter 3 and was 83% in Quarter 4. <b>Action:</b> Continue to monitor and improve efficiencies in the planning process, including the introduction of front loading of planning applications with further utilisation of the document management system; performance is expected to improve.	Phil Holmes
<b>PLA004d</b> Page 101  PLA004d - The percentage of all other planning Applications determined during the year within 8 weeks	<b>AMBER</b>  <b>83.94%</b>	87%	87%	↓ 87%	PLA004dNM - The number of all other planning applications determined during the year within 8 weeks  <b>298</b>	<b>249</b>  PLA004dDM - The total number of all other planning applications determined during the year  <b>355</b>	<b>1st</b>	The end of year target was affected by the introduction of a document management system at the end of 2013 and interim management arrangements were still in place pending the office restructure in August 2014. This subsequently led to disruption in the validation of new planning applications and a greater focus on clearing the backlog of older applications. This resulted in poor performance in quarters 1 and 2 (80% in Q1 and 76% in Q2). Following the section restructure in Aug 2014, performance improved to 93% in Quarter 3 and was 89% in Quarter 4. <b>Action:</b> Continue to monitor and improve efficiencies in the planning process, including the introduction of front loading of planning applications with further utilisation of the document management system; performance is expected to improve.	Phil Holmes

PI & desired direction of Travel	Result	Target	Target for	Perform	N – Numerator * D – Denominator		Swansea's Position in Wales 2013/14	Comments  (Explanation and Actions)	Responsible Head of Service
	14-15	14-15	15-16	13-14	14-15	13-14			
<b>PLA004e ↑</b>  PLA004e - The percentage of all applications subject to Environmental Impact Assessment (EIA) determined within 16 weeks	GREEN	20.00%	20.00%	↑ 0%	PLA004eNM - The number of all applications subject to Environmental Impact Assessment (EIA) determined within 16 weeks 1   0 PLA004eDM - The total number of all other planning applications determined during the year 2   1		10th		Phil Holmes
<b>PLA005 ↑</b>  PLA005 - Percentage of enforcement cases resolved during the year within 12 weeks	RED	50.00%	50.00%	↓ 39.56%	PLA005NM - The number of enforcement cases resolved during the year within 12 weeks of receipt. 234   267 PLA005DM - The total number of enforcement cases resolved during the year. 684   675		17th	The enforcement team missed its target by 16%. This was mainly due to the Enforcement team dealing with its backlog of older cases, which has resulted in a high number of cases over 12 weeks old being resolved over the past year. The team is now staffed with 6 officers (since October 2014) and hence it is anticipated that when the backlog of older cases is reduced further over the next 6 months , performance will start to improve	Phil Holmes
<b>WWC1 ↑</b> Page 102  WWC1 - The number of people entering employment as a result of participation in the project	not set  na			204	WWC1NM - The number of people entering employment as a result of participation in the project 0   204 D 0   1		N/A - local indicator	Workways activity ended in October 2014 and the project finally closed in December 2014. It had been hoped that its lifespan would be extended beyond these dates but the final decision rested with WEFO and they decided that there would be no more funds committed to it. Quarter 2 result was 88	Phil Holmes
<b>WWC2 ↑</b>  WWC2 - The percentage of individuals exiting Workways who said that it had made a positive difference	not set  na			71%	WWC2NM - The number of individuals exiting Workways who said that it had made a positive difference 0   204 D - The number of individuals exiting Workways 0   289		N/A - local indicator	Workways activity ended in October 2014 and the project finally closed in December 2014. It had been hoped that its lifespan would be extended beyond these dates but the final decision rested with WEFO and they decided that there would be no more funds committed to it. Quarter 2 result was 87.6%	Phil Holmes

PI & desired direction of Travel	Result	Target	Target for	Perform	N – Numerator * D – Denominator		Swansea's Position in Wales 2013/14	Comments  (Explanation and Actions)	Responsible Head of Service
	14-15	14-15	15-16	13-14	14-15	13-14			
<b>Place : Housing &amp; Public Protection</b>									
<b>EMP81</b>  EMP8 - The percentage of general pest control & animal impounding service requests within 3 working days	<b>RED</b>	95%	no longer reported in corporate suite of PIs changed to collect as local indicator 95%	↓ 97%	EMP8NM - No. of service requests responded to within target <b>6,983</b> <b>6,908</b> EMP8DM - Total no. of service requests received in period <b>7,837</b> <b>7,151</b>		N/A - local indicator	Target missed due to pressure on specialist resources. This shortfall is currently being addressed with the recent return of officers from long term absence and recruitment of a redeployee.	Lee Morgan
<b>HHA002 ↓</b>  HHA002 - The average number of working days between homeless presentation and discharge of duty for households found to be statutory homeless	<b>AMBER</b>	52.00	to be deleted/awaiting new WG Pis	↓ 48.17	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 – <b>13,523</b> <b>14,115</b> 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 <b>259</b> <b>293</b>		2nd	Target within 5%. However performance has declined since last year. We continue to assist a number of households with complex cases that prove challenging to find solutions to their housing need. Whilst the average time spent in temporary accommodation has increased by 3 days we have reduced the number of households placed in temporary accommodation by 34 households.	Lee Morgan
<b>HHA008 ↑</b>  HHA008 - The percentage of homeless presentations decided within 33 working days	<b>GREEN</b>	98.0%	to be deleted/awaiting new WG Pis	↑ 98.5%	HH008NM - The number of homeless presentations decided during the year within 33 working days <b>3,153</b> <b>3,170</b> HHA008DM - The total number of homeless presentations decided during the year <b>3,189</b> <b>3,217</b>		3rd	Target achieved	Lee Morgan



PI & desired direction of Travel	Result	Target	Target for	Perform	N – Numerator * D – Denominator		Swansea's Position in Wales 2013/14	Comments  (Explanation and Actions)	Responsible Head of Service
	14-15	14-15	15-16	13-14	14-15	13-14			
<b>HHA013 ↑</b>  HHA013- The percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months	<b>GREEN</b>  52.8%	38.0%	to be deleted/awaiting new WG Pis	↓ 53.6%	HHA013NM - The number of substantiated potentially homeless households for whom homelessness was prevented during the year  1,469      1,496  HHA013DM - The number of substantiated potentially homeless households  2,783      2,793	18th	The target has been exceeded but performance has reduced by just 1.2% compared to last year which equates to 27 cases. Welfare reform continues to have an impact on our ability to source alternative suitable affordable accommodation.	Lee Morgan	
<b>HHA016 ↓</b>  HHA016 - The average number of days all homeless families with children spent in B&B accommodation	<b>GREEN</b>  1.00	7.00	to be deleted/local indicator being developed for service dashboard	↑ 6.00	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)  1      24  HHA016DM - Total number of homeless families with children whose duty has been discharged or ceased during the year  1      4	5th	Target exceeded. We only use B&B for families where all other options are exhausted.	Lee Morgan	
<b>HSG1↓</b>  HSG1 - The amount of current tenant arrears	<b>GREEN</b>  £1,049,205	£1,180,000	no longer reported in corporate suite of Pis changed to collect as local indicator £1,180,000	↑£1,078,903	HSG1NM - The amount of current tenant arrears outstanding  1,049,205      1,078,903  D  1      1	N/A - local indicator		Lee Morgan	
<b>HSG2↓</b>  HSG2 - The number of void properties	<b>AMBER</b>  239	235	no longer reported in corporate suite of Pis changed to collect as local indicator 235 days	↓ 220	HSG2NM - The number of void properties at the end of the period  239      220  D  1      1	N/A - local indicator	Target narrowly missed by 4 properties and a slight reduction on 13/14 performance. Further improvements are planned for 2015/16 which include relocation of teams in Corporate Property & Buildings Services (CB&PS) and Housing's Homes Preparation Unit who coordinate all works to voids to shared office accommodation which will further improve the management of voids.	Lee Morgan	

PI & desired direction of Travel	Result 14-15	Target 14-15	Target for 15-16	Perform 13-14	N – Numerator * D – Denominator		Swansea's Position in Wales 2013/14	Comments  (Explanation and Actions)	Responsible Head of Service
					14-15	13-14			
<b>PP1 ↑</b>  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	<b>RED</b>  86.12%	93%	* no longer reported in corporate suite of Pis/new local indicator being developed	↓ 90%	PP1NM - The number of HMOs that either have with a full licence or that have been issued with a licence with conditions attached 1,495   1,594 PP1DM - The total number of HMOs known to the local authority 1,736   1,767	N/A - local indicator	Target not met due to increased number of landlords selling properties/taking them out of multiple occupation. Properties which have been sold and then require new licences create additional demands, but do not result in increased number of licensed properties. Work to clear backlog ongoing.  *NA -PP1 is a combination of PSR007a and PSR007b. New local PI to be introduced due to removal of PSR007a and PSR007b being removed from National data set for 2015/16.	Lee Morgan	
<b>PP2 ↑</b>  PP2 - The percentage of high risk businesses that were liable to a programmed inspection that were inspected for Food Hygiene	<b>GREEN</b>  100%	100%	no longer reported in corporate suite of Pis changed to collect as local indicator 100%	→ 100%	PP2NM - The number of high risk business that were inspected during the year to date 532   694 PP2DM - The number of high risk business that were selected for inspection at the beginning of the year for the period October to December 532   694	N/A - local indicator	Target achieved	Lee Morgan	
<b>PPN001i</b> Page 10 PPN001i - The percentage of high risk businesses that were liable to a programmed inspection that were inspected for trading standards	<b>GREEN</b>  100%	100%	no longer reported in corporate suite of Pis changed to collect as local indicator 100%	→ 100%	PPN001iNM - The Number of high risk businesses that were liable to a programmed inspection that were inspected, for Trading Standards 32   32 PPN001iDM - The total number of high risk businesses that were liable to a programmed inspection that were inspected, for Trading Standards 32   32	1st	Target achieved	Lee Morgan	
<b>PPN001ii ↑</b>  PPN001ii - The percentage of high risk businesses that were liable to a programmed inspection that were inspected for food hygiene	<b>GREEN</b>  100%	100%	to be deleted	→ 100%	PPN001iiNM - The number of high risk businesses that were liable to a programmed inspection that were inspected, for Food Hygiene 534   543 PPN001iiDM - The total number of high risk businesses that were liable to a programmed inspection that were inspected, for Food Hygiene 534   543	1st	Target achieved	Lee Morgan	

PI & desired direction of Travel	Result	Target	Target for	Perform	N – Numerator * D – Denominator		Swansea's Position in Wales 2013/14	Comments  (Explanation and Actions)	Responsible Head of Service
	14-15	14-15	15-16	13-14	14-15	13-14			
<b>PPN001iv ↑</b>  PPN001iv- The percentage of high risk businesses that were liable to a programmed inspection that were inspected for health and safety	<b>GREEN</b>	100%	to be deleted	→ 100%	7	40	1st	Target achieved	Lee Morgan
					7	40			
<b>PPN009 ↑</b>  PPN009 - The percentage of food establishments which are 'broadly compliant' with food hygiene standards	<b>GREEN</b>	90.0%	95.0%	↑ 89.3%	2,016	1,801	14th	Target achieved	Lee Morgan
	94.4%				2,136	2,016			
<b>PSR002 ↓</b>  PSR002 - The average number of calendar days taken to deliver a Disabled Facilities Grant.	<b>GREEN</b>	290.00	290.00	↓ 263.14	83,556	107,100	15th	Target achieved however performance slightly reduced on 13/14 due to resource issues of specialist OT staff. Tthis has been addressed by putting temporary additional short term resources in place. Resource planning for 2015-16 is ongoing'	Lee Morgan
	276.68				302	407			
<b>PSR004 ↑</b>  PSR004 - The percentage of private sector dwellings that had been vacant for more than 6 months at 1 April that were returned to occupation during the year through direct action by the local authority	<b>GREEN</b>	4.19%	19.00%	↑ 4.75%	456	94	14th	Target exceeded due to additional proactive work that has taken place throughout the year and the impact of the national Houses to Homes loan scheme which has resulted in a large percentage of properties brought back into use.	Lee Morgan
	21.7%				2,101	1,978			

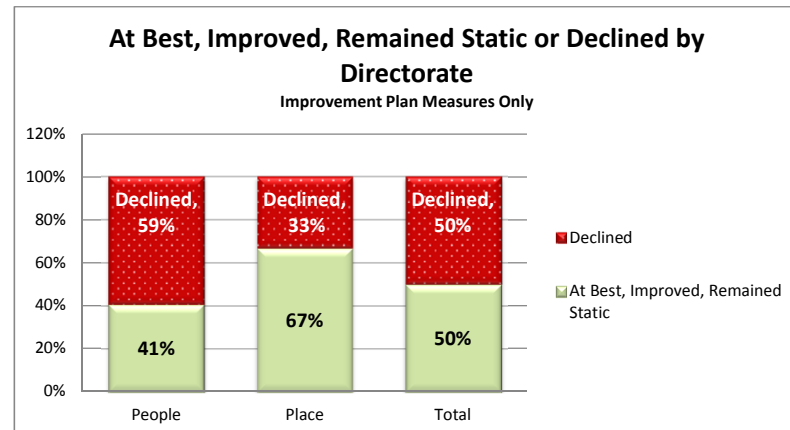
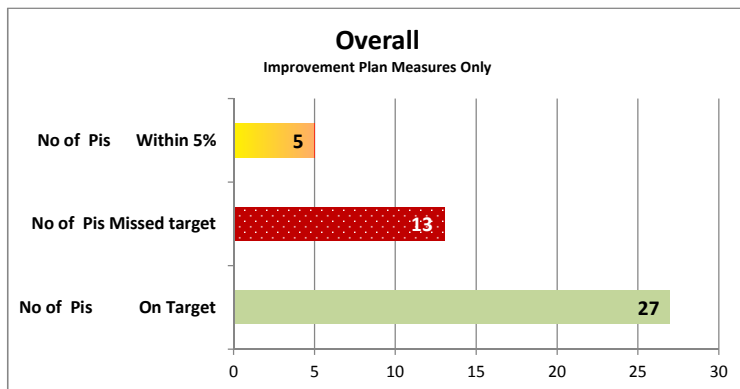
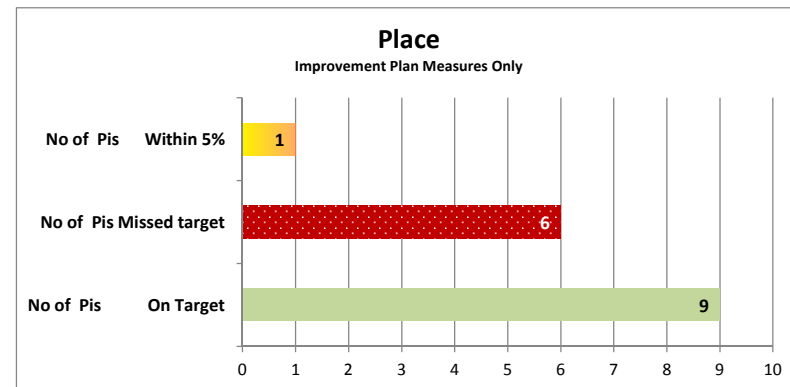
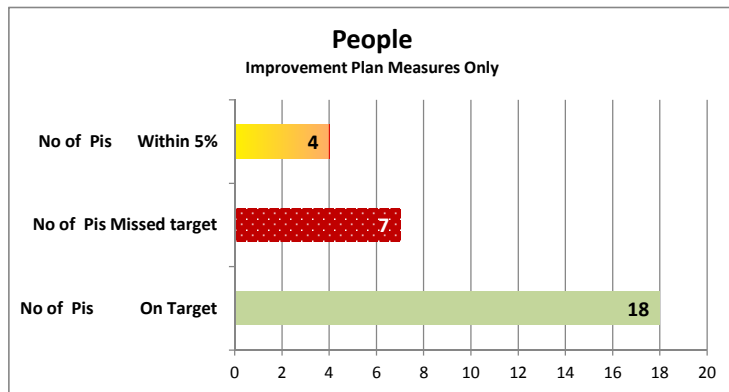
PI & desired direction of Travel	Result	Target	Target for	Perform	N – Numerator * D – Denominator		Swansea's Position in Wales 2013/14	Comments  (Explanation and Actions)	Responsible Head of Service
	14-15	14-15	15-16	13-14	14-15	13-14			
<b>PSR007a †</b>  PSR007a - Of the houses in multiple occupation known to the local authority, the percentage that have a full licence.	<b>RED</b>  <b>66.9%</b>	93.0%	to be deleted	↓ 72.4%	PSR007aNM - Of the Houses in Multiple Occupation known to the local authority, the number that have a full licence <b>1,162</b>	<b>1,280</b> PSR007aDM - Of the Houses in Multiple Occupation known to the local authority, the number that have a full licence <b>1,736</b>	<b>No National Comparison available for 13/14</b>	Targets are cumulative targets for PSR/007a and PSR/007b (see PP1). Target not met due to increased number of landlords selling properties/taking them out of multiple occupation. Properties which have been sold and then require new licences create additional demand, but do not result in increased number of licensed properties. Work to deal with backlog is ongoing	Lee Morgan
<b>PSR007b †</b>  PSR007b - Of the houses in multiple occupation known to the local authority, the percentage that have been issued with a conditional licence.	<b>Not set</b>  <b>19.2%</b>	Combined with PSR007a	to be deleted	↑ 17.8%	PSR007bNM - Of the Houses in Multiple Occupation known to the local authority, the total number that have been issued with a conditional licence <b>333</b>	<b>314</b> PSR007bDM - Of the Houses in Multiple Occupation known to the local authority, the number that have been issued with a conditional licence <b>1,736</b>	<b>No National Comparison available for 13/14</b>		Lee Morgan
<b>HSG15†</b>  HSG15 - The percentage of Eviction warrants for Rent arrears raised against Council tenants suspended due to support and financial assistance	<b>GREEN</b>  <b>68.66%</b>	65.00%	65.00%	↓ 77.13%	HSG15NM - The number of Warrants suspended throughout the year <b>276</b>	<b>263</b> HSG15DM - The total number of Warrants raised <b>402</b>	<b>N/A - local indicator</b>	Target achieved, however performance compared with 13/14 has declined as fewer warrants have been suspended due to increasing arrears in specific cases. Rigorous monitoring continues. Existing support mechanisms will continue to be offered to help tenants manage their financial difficulties	Lee Morgan
<b>HSG18†</b>  HSG18 - The number of council tenants joining the Credit Union	<b>RED</b>  <b>133.00</b>	150.00	175.00	↑ 89.00	HSG18NM - The number of tenants who have joined the Credit Union in the last year <b>133</b>	<b>89</b> D <b>1</b>	<b>N/A - local indicator</b>	Cumulative target of 150 not met due to difficulties in encouraging take up of Credit Union membership. This could be attributed to tenants rents continuing to be paid directly to rent accounts therefore tenants do not feel it is critical to have membership to assist with managing their finances. The Council will continue to promote and support tenants to join the Credit Union and it is anticipated that the implementation of Universal Credit will result in a greater uptake of Credit Union accounts.	Lee Morgan

PI & desired direction of Travel	Result	Target	Target for	Perform	N – Numerator * D – Denominator		Swansea's Position in Wales 2013/14	Comments  (Explanation and Actions)	Responsible Head of Service
	14-15	14-15	15-16	13-14	14-15	13-14			
HSG16 ↑  HSG16 - No. of new Affordable Housing units provided	RED  45	946	no longer reported in corporate suite of PIs/year end data will be collected from RSL's as local indicator	↓ 208	HSG16NM - No of new affordable housing units provided 45	208	N/A - local indicator	The target figure of 946 is a projection of what is needed in terms of affordable housing in Swansea based on LDP projections for delivering new housing and is not a target of what we expect to deliver, it is what is needed. 2014/15 has seen a decline in the number of affordable units provided compared to 2013/14. Economic conditions, construction activity and reduction of Social Housing Grant are outside the direct control of the Council have impacted on the number of units provided which remains significantly less than what is needed. Further research is being undertaken into new models of delivery through different funding models in order to increase the number of units provided	Lee Morgan
HSG17 ↑  HSG17 - The percentage of tenants staying in their Council tenancy for more than 2 years	GREEN  78.42%	78.00%	79.00%	↑ 76.69%	HSG17NM - The number of current tenancies over 2 years 10,396	10,263	N/A - local indicator	Target Achieved,	Lee Morgan
Place Highways & Transportation									
CRE4 ↑  CRE4 - Percentage of priority graffiti jobs completed within 7 days	RED  90.86%	100.00%	100.00%	↓ 100%	CRE4NM - No. of "priority" graffiti jobs completed within 7 days within the quarter 169	187	N/A - local indicator	End of year target not met due to staff on sickness leave.	Stuart Davies
STS005b ↑  STS005b - The percentage of highways and relevant land inspected of a high or acceptable standard of cleanliness	GREEN  97.31%	97.00%		↓ 97.68%	STS005bNM - The number of inspections of highways and relevant land undertaken during the quarter that had a high or acceptable level of cleanliness 688	757	12th	This measure is a sample of highways and relevant land whereby 1 or 2 individual pieces of land with improved samples would have meant the result would better last year	Stuart Davies
					CRE4DM - Total no. of "priority" graffiti jobs within the quarter 186	187			
					STS005bDM - The total number of inspections of highways and relevant land in the quarter 707	775			

PI & desired direction of Travel	Result 14-15	Target 14-15	Target for 15-16	Perform 13-14	N – Numerator * D – Denominator		Swansea's Position in Wales 2013/14	Comments  (Explanation and Actions)	Responsible Head of Service
					14-15	13-14			
THS007 ↑  THS007 -The percentage of adults aged 60+ who hold a concessionary travel pass	GREEN  94.5%	94.5%	94.5%	↑ 94.4%	THS007NM - The number of adults aged 60+ who hold a concessionary travel pass 56,028	55,240	3rd		Stuart Davies
					THS007DM - The total number of adults aged 60+ who hold a concessionary travel pass 59,300	58,500			
THS009 ↓  THS009 - The average number of calendar days taken to repair street lamp failures during the year	RED  19.20	7.00	7.00	↓ 9.60	THS009NM - The total number of calendar days taken to repair all street lamp failures during the year 88,514	74,306	22nd	The number of days to repair a lighting fault has increased as resources have been redirected to prioritise the delivery of the new LED lighting programme which will, in the long term result in significant savings in energy and maintenance costs and carbon reduction. Although the average response time has increased to a high level the number of recorded faults has reduced by 54% . With the completion of the programme during the forthcoming financial year there will be an additional significant drop in the number of faults recorded. Once the installation of lanterns is complete it is anticipated that the response times will improve.	Stuart Davies
					THS009DM- The total number of street lamp failures reported 4,611	7,739			
<b>Place Corporate Building &amp; Property Services</b>									
CBS4 ↑  CBS4 - Percentage emergency repair jobs attended within 24 hours	GREEN  99.83%	99.80%	99.80%	↑ 99.83%	CBS4NM - The total number of emergency jobs completed within one day 8,840	11,008	N/A - local indicator		Martin Nicholls
					CBS4DM - The total number of emergency jobs completed. 8,855	11,027			

PI & desired direction of Travel	Result	Target	Target for	Perform	N – Numerator * D – Denominator		Swansea's Position in Wales 2013/14	Comments (Explanation and Actions)	Responsible Head of Service
	14-15	14-15	15-16	↑ 13-14	14-15	13-14			

### Corporate Plan Improvement Objectives



PI & desired direction of Travel	Result	Target	Target for	Perform	N – Numerator * D – Denominator		Swansea's Position in Wales 2013/14	Comments (Explanation and Actions)	Responsible Head of Service
	14-15	14-15	15-16	↑ 13-14	14-15	13-14			

## Corporate Plan Improvement Objectives

**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†  EDU016a - Percentage of pupil attendance in primary schools	GREEN	94.43%	94.1%	94.8%	↑ 93.0%	EDU016aNM - The total number of sessions missed by all pupils in primary schools	20th		Robin Brown
						5,481,380	5,244,555		
						EDU016aDM - The total number of sessions possible for all pupils			
						5,804,434	5,638,140		
EDU016b†  EDU016b - Percentage of pupil attendance in secondary schools	GREEN	93.35%	93.3%	93.8%	↑ 92.3%	EDU016bNM - The total number of sessions missed by all pupils in secondary schools	16th		Robin Brown
						3,493,242	3,482,718		
						EDU016bDM - The total number of sessions possible for all pupils			
						3,742,283	3,773,404		
EDU017†  EDU017 - The percentage of pupils aged 15 at the preceding 31 August, in schools maintained by the local authority who achieved the Level 2 threshold including a GCSE grade A*-C in English or Welsh first language and mathematics	GREEN	59.12%	56.00%	62.00%	↑ 55.31%	EDU017NM - The number of pupils aged 15 on roll in any local authority maintained school at the time of the annual School's Census who achieved the Level 2 threshold including a GCSE grade A*-C in English or Welsh first language and mathematics	9th		Helen Morgan-Rees
						1,501	1,473		
						EDU017DM - The total number of pupils aged 15 on 31 August and on roll in any local authority maintained school at the time of the annual School's Census in January			
						2,539	2,663		



PI & desired direction of Travel	Result	Target	Target for	Perform	N – Numerator * D – Denominator		Swansea's Position in Wales 2013/14	Comments  (Explanation and Actions)	Responsible Head of Service
	14-15	14-15	15-16	↑ 13-14	14-15	13-14			
<b>Improvement Objective: Help people adopt and develop healthy and sustainable lifestyles in order to improve health.</b>									
<b>CIP11</b>  CIP1 - Percentage of 11-16 year old attending 20 or more extra-curricular physical or sporting activities during the school year	<b>GREEN</b>					CIP1NM - The number of 11-16 year olds attending 20 times or more across the school year 1,271      736		<b>N/A - local indicator</b>  Please note that this result is reported in line with the school year and is therefore effectively reported one year retrospectively	Tracey McNulty
	10.39%	10.00%	12.00%	↑ 6.12%	CIP1DM - The total number of 11-16 year olds 12,231      12,017				
<b>CIP21</b>  CIP2 - Percentage of year 6 school children (11 years old) involved in the schools learn to swim programme who can swim to the required standard	<b>RED</b>					CIP2NM - The number of year 6 pupils in the programme who can swim to the required standard plus the year 6 pupils from schools in the programme who did not attend because they have already met the standard through previous attendance in years 3/4/5 82      1,966		<b>N/A - local indicator</b>  Please note that this result is reported in line with the school year and is therefore effectively reported one year retrospectively  The 91% target was quite ambitious in hindsight, given that this measure is already performing at a high level, suggesting smaller increments are more realistic. The result represents a decrease on the previous upward trend. The main reason for this is lower than average participation from schools with a high proportion of BME pupils and other hard to reach groups at 37-40% against others at 80%. Actions to address this include working more closely with parents and community groups to promote the importance of these lessons and creating opportunities for cultural barriers to be overcome. Actions targeted for last year, including same gender classes, are considered to be having a positive impact and will be assessed at the end of the summer term.	Tracey McNulty
	82.00%	91.00%	91.00%	↓ 88.72%	CIP2DM - The total year 6 school roll minus those pupil's from schools making their own learn to swim arrangements 100      2,216				
<b>CIP31</b>  CIP3 - The number of GP Referrals still engaging in physical activity after 12 months and indicating their health has improved	<b>GREEN</b>					CIP3NM - The number of referrals who have completed the 16 week scheme and have reached the 12 month point within the financial year (i.e. 2013-14) who report they are still active 261      277		<b>N/A - local indicator</b>  Good results reported year on year, with future targets taking into consideration the impact of reduced staffing and changes to the funding criteria going forward.	Tracey McNulty
	69.79%	60.00%	65.00%	↓ 74.06%	CIP3DM - The total number of referrals who have completed the 16 week scheme and have reached the 12 month point within the financial year (i.e. 2013-14) 374      374				

PI & desired direction of Travel	Result	Target	Target for	Perform	N – Numerator * D – Denominator		Swansea's Position in Wales 2013/14	Comments (Explanation and Actions)	Responsible Head of Service
	14-15	14-15	15-16	↑ 13-14	14-15	13-14			
<b>CIP41</b> CIP4- The number of sites used by the community to grow and produce food (Allotment sites/growing spaces)	GREEN  43	40.00	to be deleted	↑ 28	CIP4NM - The number of sites (any size and regardless of how many plots within the site) used by the community to grow food (Fruit & Veg). 43 / 28 1 / 1		N/A - local indicator		Sarah Crawley
<b>EDFM1a †</b> EDFM1a - Percentage of pupils identified in the Pupil Level Annual School Census who take up free school lunch – primary schools	not set  -			-	EDFM1aNM - Actual number of children eating free school meals - primary EDFM1aDM - Actual number of children known to be entitled to free school meals - primary		N/A - local indicator	Due to a bereavement of a key staff member data will be unavailable for the foreseeable future	Brian Roles
<b>EDFM1b †</b> EDFM1b - Percentage of pupils identified in the Pupil Level Annual School Census who take up free school lunch – secondary schools	not set  -			63%	EDFM1bNM - Actual number of children eating free school meals - secondary EDFM1bDM - Actual number of children known to be entitled to free school meals - secondary 1,388 / 2,188		N/A - local indicator	Due to a bereavement of a key staff member data will be unavailable for the foreseeable future	Brian Roles

PI & desired direction of Travel	Result	Target	Target for	Perform	N – Numerator * D – Denominator		Swansea's Position in Wales 2013/14	Comments (Explanation and Actions)	Responsible Head of Service	
	14-15	14-15	15-16	↑ 13-14	14-15	13-14				
<b>Improvement Objective: Promote affordable credit and savings options and help people maximise their income and entitlements</b>										
HHA013 ↑  HHA013- The percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months	GREEN					HHA013NM - The number of substantiated potentially homeless households for whom homelessness was prevented during the year		18th	The target has been exceeded but performance has reduced by just 1.2% compared to last year which equates to 27 cases. Welfare reform continues to have an impact on our ability to source alternative suitable affordable accommodation.	Lee Morgan
	52.8%	38.0%	to be deleted	↓ 53.6%	1,469	1,496				
					HHA013NM - The number of substantiated potentially homeless households for whom homelessness was prevented during the year					
					2,783	2,793				
HSG15↑  HSG15 - The percentage of Eviction warrants for Rent arrears raised against Council tenants suspended due to support and financial assistance	GREEN					HSG15NM - The number of Warrants suspended throughout the year		N/A - local indicator	Target achieved, however performance compared with 13/14 has declined as fewer warrants have been suspended due to increasing arrears in specific cases. Rigorous monitoring continues. Existing support mechanisms will continue to be offered to help tenants manage their financial difficulties	Lee Morgan
	68.66%	65.00%	65.00%	↓ 77.13%	276	263				
					HSG15DM - The total number of Warrants raised					
					402	341				
HSG18↑  HSG18 - The number of council tenants joining the Credit Union	RED					HSG18NM - The number of tenants who have joined the Credit Union in the last year		N/A - local indicator	Cumulative target of 150 not met due to difficulties in encouraging take up of Credit Union membership. This could be attributed to tenants rents continuing to be paid directly to rent accounts therefore tenants do not feel it is critical to have membership to assist with managing their finances. The Council will continue to promote and support tenants to join the Credit Union and it is anticipated that the implementation of Universal Credit will result in a greater uptake of Credit Union accounts.	Lee Morgan
	133.00	150.00	175.00	↑ 89.00	133	89				
					D					
					1	1				
SIU01 ↑  SIU01 - No. of staff / workers trained in Welfare Rights / Benefits advice appropriate to their role.	GREEN					SIU01NM - Number of staff/workers trained in welfare rights/benefits advice appropriate to their role		N/A - local indicator		Sarah Crawley
	688	500	500	↑ 580	688	580				
					D					
					1	1				
SIU02 ↑  SIU02 - No. of Council staff making saving contributions to the Credit Union through payroll deduction.	GREEN					SIU02NM - Number of Council staff making savings contributions to the Credit Union		N/A - local indicator		Sarah Crawley
	177	150	to be deleted	↑ 99	177	99				
					D					
					1	1				

PI & desired direction of Travel	Result 14-15	Target 14-15	Target for 15-16	Perform ↑ 13-14	N – Numerator * D – Denominator		Swansea's Position in Wales 2013/14	Comments  (Explanation and Actions)	Responsible Head of Service						
					14-15	13-14									
<b>Improvement Objective: Improve Housing &amp; Housing Supply in order to increase the availability og good quality affordable housing</b>															
HSG2↓  HSG2 - The number of void properties	<b>AMBER</b>  £239.00	235	235	↓ £220.00	HSG2NM - The number of void properties at the end of the period <table border="1"> <tr> <td>239</td> <td>220</td> </tr> <tr> <td colspan="2">D</td> </tr> <tr> <td>1</td> <td>1</td> </tr> </table>		239	220	D		1	1	N/A - local indicator	Target narrowly missed by 4 properties and a slight reduction on 13/14 performance. Further improvements are planned for 2015/16 which include relocation of teams in Corporate Property & Buildings Services (CB&PS) and Housing's Homes Preparation Unit who co-ordinate all works to voids to shared office accommodation which will further improve the management of voids.	Lee Morgan
239	220														
D															
1	1														
HSG16 ↑  HSG16 - No. of new Affordable Housing units provided	<b>RED</b>  45	946	1419	↓ 208	HSG16NM - No of new affordable housing units provided <table border="1"> <tr> <td>45</td> <td>208</td> </tr> <tr> <td colspan="2">D</td> </tr> <tr> <td>1</td> <td>1</td> </tr> </table>		45	208	D		1	1	N/A - local indicator	The target figure of 946 is a projection of what is needed in terms of affordable housing in Swansea based on LDP projections for delivering new housing and is not a target of what we expect to deliver, it is what is needed. 2014/15 has seen a decline in the number of affordable units provided compared to 2013/14. Economic conditions, construction activity and reduction of Social Housing Grant are outside the direct control of the Council have impacted on the number of units provided which remains significantly less than what is needed. Further research is being undertaken into new models of delivery through different funding models in order to increase the number of units provided	Lee Morgan
45	208														
D															
1	1														
HSG17 ↑  HSG17 - The percentage of tenants staying in their Council tenancy for more than 2 years	<b>GREEN</b>  78.42%	78.00%	79.00%	↑ 76.69%	HSG17NM - The number of current tenancies over 2 years <table border="1"> <tr> <td>10,396</td> <td>10,263</td> </tr> <tr> <td colspan="2">HSG17DM - The total number of current tenancies</td> </tr> <tr> <td>13,256</td> <td>13,382</td> </tr> </table>		10,396	10,263	HSG17DM - The total number of current tenancies		13,256	13,382	N/A - local indicator	Target Achieved,	Lee Morgan
10,396	10,263														
HSG17DM - The total number of current tenancies															
13,256	13,382														

PI & desired direction of Travel	Result	Target	Target for	Perform	N – Numerator * D – Denominator		Swansea's Position in Wales 2013/14	Comments  (Explanation and Actions)	Responsible Head of Service
	14-15	14-15	15-16	↑ 13-14	14-15	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>									
EC1 ↑	<b>RED</b>					EC1NM - Total number of applicants and 3rd parties satisfied or very satisfied with the Planning application service <b>208</b>   <b>219</b> EC1DM - Total number of Planning questionnaires received in the quarter <b>262</b>   <b>259</b>	N/A - local indicator	During the period 262 surveys were received, of these 115 were from applicants and 147 from 3rd parties. 108 of the applicant responses were either satisfied or very satisfied (93.91%). 100 of 147 responses were either satisfied or very satisfied ( 68%). The majority of issues raised by 3rd parties were not related to service delivery but to dissatisfaction of the accuracy of information, outcome of the decisions, understanding of the planning process including the extent of communication from the department and the consultation process which are all prescribed under the provisions of the Town & County Planning (Development Management) Order 2012. The department is developing and utilising the use of their document management system to show more correspondance and documents electronically and with the introduction of the new corporate website last year, it is hoped that the public understanding of the planning process and procedures will improve.	Phil Holmes
EC1 - The percentage of all applicants and 3rd parties satisfied or very satisfied with the Planning application service	<b>79.4%</b>	93.0%	93.0%	↓ 84.6%					
EC2 ↑	<b>RED</b>					EC2NM - Total number of major and minor applications with an economic imperative that are approved <b>528</b>   <b>496</b> EC2DM - Total number of major and minor applications determined in the quarter <b>632</b>   <b>592</b>	N/A - local indicator	The service was restructured in in August 2014 and has been subject to disruption as a result of staff resources and the introduction of a document management system including re-engineering of business processes. There were 104 applications refused of which 10 major/minor applications were overturned at committee (9.6%). A new streamlined committee structure and scheme of delegation was introduced in January 2015, which will hopefully result in less committee overturns. Action: Improved chargeable pre application service introduced in April 2015 with the introduction of front loading of planning application process and further utilisation of the document management system; performance is expected to improve.	Phil Holmes
EC2 - The percentage of all major and minor applications with an economic imperative that are approved	<b>83.5%</b>	88.0%	88.0%	↓ 83.8%					

PI & desired direction of Travel	Result 14-15	Target 14-15	Target for 15-16	Perform ↑ 13-14	N – Numerator * D – Denominator		Swansea's Position in Wales 2013/14	Comments  (Explanation and Actions)	Responsible Head of Service						
					14-15	13-14									
<b>BBMA1 ↑</b>  BBMA1 - Increase in the number of projects with social benefit clauses & Beyond Bricks and Mortar in their contracts	<b>GREEN</b>  19	18	19	→ 19	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="width: 50%; text-align: center;">19</td> <td style="width: 50%; text-align: center;">19</td> </tr> <tr> <td colspan="2" style="text-align: center;">D</td> </tr> <tr> <td style="text-align: center;">1</td> <td style="text-align: center;">1</td> </tr> </table>		19	19	D		1	1	N/A - local indicator		Phil Holmes
19	19														
D															
1	1														
<b>WWC1 ↑</b>  WWC1 - The number of people entering employment as a result of participation in the project	not set  na		to be deleted	204.00	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="width: 50%; text-align: center;">0</td> <td style="width: 50%; text-align: center;">204</td> </tr> <tr> <td colspan="2" style="text-align: center;">D</td> </tr> <tr> <td style="text-align: center;">0</td> <td style="text-align: center;">1</td> </tr> </table>		0	204	D		0	1	N/A - local indicator	Workways activity ended in October 2014 and the project finally closed in December 2014. It had been hoped that its lifespan would be extended beyond these dates but the final decision rested with WEFO and they decided that there would be no more funds committed to it. Quarter 2 result was 88	Phil Holmes
0	204														
D															
0	1														

PI & desired direction of Travel	Result	Target	Target for	Perform	N – Numerator * D – Denominator		Swansea's Position in Wales 2013/14	Comments  (Explanation and Actions)	Responsible Head of Service
	14-15	14-15	15-16	↑ 13-14	14-15	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.</b>									
FSCH1 ↑	GREEN				FSCH1NM - Sessions attended		N/A - local indicator	Our outcome agreement target is 70% however we do have a reaching target of 80%. Considering that we have faced an expansion phase this year and also a higher than expected childhood illness instances with incubation periods of up to 2 weeks (a lot of chicken pox, scarlet fever and sickness) we feel that reaching 79.5% is a very good achievement.	Sarah Crawley
					66,432	54,746			
FSCH1 - Percentage attendance at Flying Start Settings	79.5%	70.0%	70.0%	↓ 80.3%	FSCH1DM - Maximum sessions available (minus unfilled sessions)				
					83,593	68,156			
FSRNT1a ↑	GREEN				FSRNT1aNm - total parents/carers that have completed the outcome star & at end of intervention the scores evidence an improvement. a) No that of parents that record a positive change in self esteem and confidence		N/A - local indicator	These are not outcomes where we would expect to see a year on year improvement - that would not be possible as we are not comparing like with like	Sarah Crawley
					397	224			
FSRNT1a - Percentage of parents/carers that report a positive distance travelled (improvement) at the end of a Flying Start Parenting Programme in self esteem and confidence	89.6%	60.0%	60.0%	↑ 67.9%	FSRNT1aDM - Total parents/carers that have completed the outcome star at the beginning & end of intervention.				
					443	330			
FSRNT1b ↑	GREEN				FSRNT1bNm - total parents/carers that have completed the outcome star & at end of intervention the scores evidence an improvement. b) No. of parents that record a positive change in Parenting skills		N/A - local indicator	These are not outcomes where we would expect to see a year on year improvement - that would not be possible as we are not comparing like with like	Sarah Crawley
					60	228			
FSRNT1b - Percentage of parents/carers that report a positive distance travelled (improvement) at the end of a Flying Start Parenting Programme in Parenting skills	63.2%	60.0%	60.0%	↓ 69.1%	FSRNT1bDM - Total parents/carers that have completed the outcome star at the beginning & end of intervention.				
					95	330			

PI & desired direction of Travel	Result	Target	Target for	Perform	N – Numerator * D – Denominator		Swansea's Position in Wales 2013/14	Comments (Explanation and Actions)	Responsible Head of Service
	14-15	14-15	15-16	↑ 13-14	14-15	13-14			
<b>FSRNT1c ↑</b>  FSRNT1c - Percentage of parents/carers that report a positive distance travelled (improvement) at the end of a Flying Start Parenting Programme in Childrens Behaviour	<b>GREEN</b>  63.2%	60.0%	60.0%	↓ 63.9%	FSRNT1cNM - total parents/carers that have completed the outcome star & at end of intervention the scores evidence an improvement. c) No. of parents that record a postive change in Childrens Behaviour  60      211  FSRNT1cDM - Total parents/carers that have completed the outcome star at the beginning & end of intervention.  95      330	N/A - local indicator	These are not outcomes where we would expect to see a year on year improvement - that would not be possible as we are not comparing like with like	Sarah Crawley	
<b>FSSOGa ↑</b>  FSSOGa - Percentage of Flying Start children assessed as performing at or above the developmental norm for 2 year	not set  53.4%	not set		↓ 55.1%	FSSOGaNM - Total children assessed as at or above dev norms (seperately 2 year)  225      178  FSSOGaDM - Total children assessed (seperately 2 year)  421      323	N/A - local indicator	These are not outcomes where we would expect to see a year on year improvement - that would not be possible as we are not comparing like with like	Sarah Crawley	
<b>FSSOGb ↑</b>  FSSOGb - Percentage of Flying Start children assessed as performing at or above the developmental norm for 3 year data.	not set  57.5%	not set		↓ 59.4%	FSSOGbNM - Total children assessed as at or above dev norms (seperately 3 year)  258      187  FSSOGbDM - FSSOGDM - Total children assessed (seperately 3 year)  449      315	N/A - local indicator	These are not outcomes where we would expect to see a year on year improvement - that would not be possible as we are not comparing like with like	Sarah Crawley	



PI & desired direction of Travel	Result 14-15	Target 14-15	Target for 15-16	Perform 13-14	N – Numerator * D – Denominator		Swansea's Position in Wales 2013/14	Comments  (Explanation and Actions)	Responsible Head of Service
					14-15	13-14			
<b>Improvement Objective: Minimise waste and increase recycling through promotion, working with others and by targeting low participating areas</b>									
<b>STS006 ↑</b>  STS006 - The percentage of reported fly tipping incidents cleared within 5 working days	<b>GREEN</b>	92.00%	92.00%	94.32% ↓	STS006NM - The number of reported fly tipping incidents in the quarter cleared within 5 working days 4,143 / 2,691  STS006DM - The total number of fly tipping incidents recorded by the authority during the quarter 4,466 / 2,853	18th	There has been an increase in recorded fly tipping however this may be partly due to improvements in recording of data.	Stuart Davies	
<b>WMT004b ↓</b>  WMT004b - The percentage of municipal waste collected by local authorities sent to landfill	<b>GREEN</b>	45.00%	42.00%	45.13% ↑	WMT004bNM - The tonnage of local authority collected municipal waste sent to landfill by the local authority 47,625.000 / 51,118  WMT004bDM - The total tonnage of municipal waste collected by the local authority 110,281 / 113,277	18th	This improvement is mainly as a result of the 3 bag limit, targeted door knocking, and a focus on trade waste, and puts us in a good position to achieve the WG statutory target for 15/16	Chris Howell	
<b>WMT009b ↑</b>  WMT009b - 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>	55.00%	58.00%	53.30% ↑	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 62,348.000 / 60,378  WMT009bDM - The tonnage of municipal waste collected by the local authority 110,281 / 113,277	16th	This improvement is mainly as a result of the 3 bag limit, targeted door knocking, and a focus on trade waste, and puts us in a good position to achieve the WG statutory recycling target of 58% for 15/16.	Chris Howell	

PI & desired direction of Travel	Result	Target	Target for	Perform	N – Numerator * D – Denominator		Swansea's Position in Wales 2013/14	Comments (Explanation and Actions)	Responsible Head of Service
	14-15	14-15	15-16	↑ 13-14	14-15	13-14			
<b>Improvement Objective: People are safe, well and supported to live independently (Child &amp; Family)</b>									
CFS1 ↓  CFS1 - Number of children becoming looked after	GREEN						N/A - local indicator	Change in numbers becoming LAC consistent with normal expectations. Entry to care continues to be scrutinised at the highest level.	Julie Thomas
	213.00	215.00	180.00	↓ 190.00	213	190			
					1	1			
CFS2 ↓  CFS2 - Number of children looked after	GREEN						N/A - local indicator		Julie Thomas
	511.00	517.00	500.00	↑ 538.00	511	538			
					1	1			
CFS3 ↓  CFS3 - Rate of entry in Looked after children (per 1000 population 0-17)	RED						N/A - local indicator	The increase in the rate of admissions to care has increased this year. We continue to work to the Safe LAC Reduction Strategy to ensure that where children are placed in care that they remain in care for the shortest period of time possible.	Julie Thomas
	4.53	3.83	4.00	↓ 4.04	213	190			
					47,046	47,046			
CFS4 ↓  CFS4 - Rate of Looked After Children (per 1000 population 0-17 years)	GREEN						N/A - local indicator		Julie Thomas
	10.86	11.40	11.20	↑ 11.44	511	538			
					47,046	47,046			

PI & desired direction of Travel	Result	Target	Target for	Perform	N – Numerator * D – Denominator		Swansea's Position in Wales 2013/14	Comments (Explanation and Actions)	Responsible Head of Service
	14-15	14-15	15-16	↑ 13-14	14-15	13-14			
<b>CFS6 ↓</b>  CFS6 - Total Number of children in need (open cases) in year	<b>RED</b>  5125.00	4852.00	4852.00	↓ 4853	CFS6NM - Total number of Children who are receiving a service, excluding children looked after and children on the Child Protection Register 5,125      4,853 D 1      1		N/A - local indicator	The total number of cases has increased as we have revised our operating model.	Julie Thomas
<b>CFS7 ↓</b>  CFS7 - Percentage of children on the Child Protection Register who have been de-registered and then re-registered	<b>GREEN</b>  17.9%	19.1%	19.0%	↑ 19.2%	CFS7NM - The number of children who had previously been on the CPR in Swansea regardless of how long ago that was 41      44 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. 229      229		N/A - local indicator		Julie Thomas
<b>CFS8 ↓</b>  CFS8 - Percentage of children who remain on the Child Protection Register for more than one year	<b>GREEN</b>  11.4%	11.4%	11.0%	→ 11.4%	CFS8NM - Number of Children who have been on the Register for more than one year at end of period 26      26 CFS8DM - Number of Children on Child Protection Register at end of period 229      229		N/A - local indicator		Julie Thomas
<b>CFS9 ↑</b>  CFS9 - Percentage of children in mainstream foster care who are placed with Foster Swansea	<b>GREEN</b>  65.2%	62.3%	62.5%	↑ 62.2%	CFS9NM - The number of Children who are placed with a family, in a foster placement supported by Foster Swansea at end of period. 184      176 CFS9DM - Total number of children looked after in a foster placement at end of period 282      283		N/A - local indicator		Julie Thomas

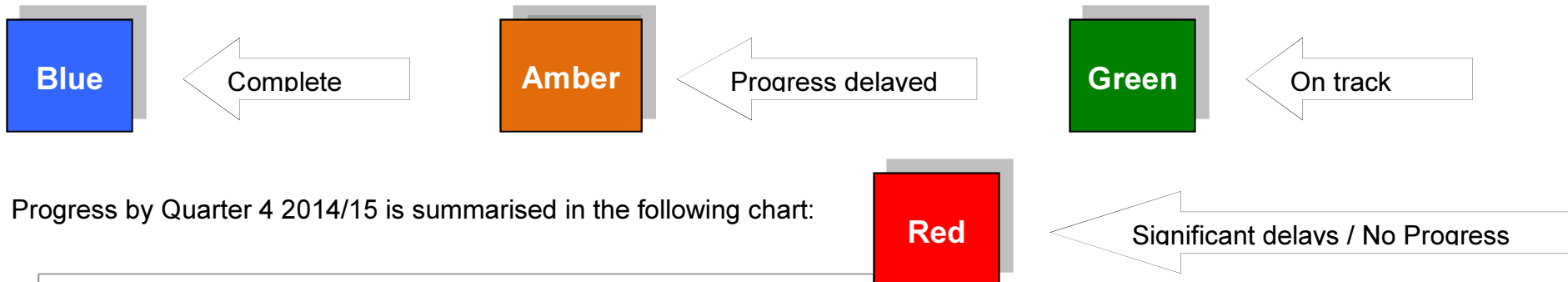
PI & desired direction of Travel	Result	Target	Target for	Perform	N – Numerator * D – Denominator		Swansea's Position in Wales 2013/14	Comments  (Explanation and Actions)	Responsible Head of Service
	14-15	14-15	15-16	↑ 13-14	14-15	13-14			
<b>CFS10 ↓</b>  CFS10 - Number of children in residential care	<b>GREEN</b>  44.00	53.00	50.00	↑ 54	CFS10NM - Total number of children supported in residential forms of care, including mother and baby and specialist residential/educational services 44	54	N/A - local indicator		Julie Thomas
<b>CFS11 ↑</b>  CFS11 - Percentage of children looked after in a family placement	<b>AMBER</b>  90.6%	90.7%	85.0%	↓ 90.7%	CFS11NM - The number who were in foster placements or placed for adoption at end of quarter 463	488	N/A - local indicator	The target was missed by 1 placement only. The LAC Reduction Strategy will improve this result.	Julie Thomas
<b>SCC010 ↓</b>  SCC010 - The percentage of referrals that are re-referrals within 12 months	<b>AMBER</b>  16.7%	16%	15%	↑ 19.59%	SCC010NM - Number of referrals during the year that were re-referrals. 301	313	10th	Target was missed by just 13 referrals across the entire year. We will continue to work with families to help them resolve difficulties in a realistic and sustainable way.	Julie Thomas
					SCC010DM - Total number of referrals during the year 1,804	1,598			

PI & desired direction of Travel	Result	Target	Target for	Perform	N – Numerator * D – Denominator		Swansea's Position in Wales 2013/14	Comments  (Explanation and Actions)	Responsible Head of Service
	14-15	14-15	15-16	↑ 13-14	14-15	13-14			
<b>Improvement Objective: People are safe, well and supported to live independently (Adult Services)</b>									
<b>AS1 ↑</b>  AS1 (SCA019) - Percentage of cases where the risk (safeguarding vulnerable adults) has been managed	<b>AMBER</b>  <b>92.63%</b>	93.50%	94.00%	↓ 93.3%	AS1NM - The number of adult protection referrals completed in the year where risk has been managed <b>352</b> / <b>403</b> SCA019DM - The total number of adult protection referrals completed in the year (excluding those referrals where the outcome was "no action" or "not applicable"). <b>380</b> / <b>432</b>	<b>N/A - local indicator</b>	Performance has been sustained compared to 2013/14 and the target has been missed by less than 1%. For the 7.4% of cases where risk is regarded to remain, it should be noted that there will be a range of additional activity in place to assure safety, along with increased monitoring. This performance continues to be close to the Wales average. We will continue to focus on achieving good performance on this indicator.	Bozena Allen	
<b>AS2 ↑</b>  AS2 (SCA020) - Percentage of people supported to be independent	<b>GREEN</b>  <b>84.77%</b>	84.50%	85.30%	↑ 84.0%	AS2NM - Number of clients supported in the community <b>5,866</b> / <b>6,165</b> SCA020DM - Total number of adult clients supported either in the community or in care homes <b>6,920</b> / <b>7,340</b>	<b>N/A - local indicator</b>		Bozena Allen	
<b>AS4 ↑</b>  AS4 - Percentage of clients returning home following reablement	<b>RED</b>  <b>51.2%</b>	60%	60%	↓ 53.9%	AS4NM - Number of clients returning home after a period of reablement <b>66</b> / <b>83</b> AS4DM - Total number of clients discharged <b>129</b> / <b>154</b>	<b>N/A - local indicator</b>	The nature of pressures on the NHS during 2014/15 led to an increase in discharges into the reablement beds (aka assessment beds). Such service users are likely to have a higher level of need and lower potential for reablement. Nonetheless these placements were preferable to immediate admission to a long-term care home.	Bozena Allen	
<b>SSA2 ↓</b>  SSA2 - The average number of working days taken from completion of the care plan and / or installation of aids / equipment	<b>RED</b>  <b>8.40</b>	7.00	7.00	↓ 7.29	SSA2NM - The total number of working days taken to provide and/or install aids/equipment <b>26,868</b> / <b>28,199</b> SSA2DM - The total number of items of aids/equipment provided and/or installed during the year <b>3,198</b> / <b>3,869</b>	<b>N/A - local indicator</b>	Performance improved during the year from 10.1 days in Q1 to 7.15 days in Quarter 4. We will be focussing on maintaining the improved performance going forward into 2015/16	Bozena Allen	

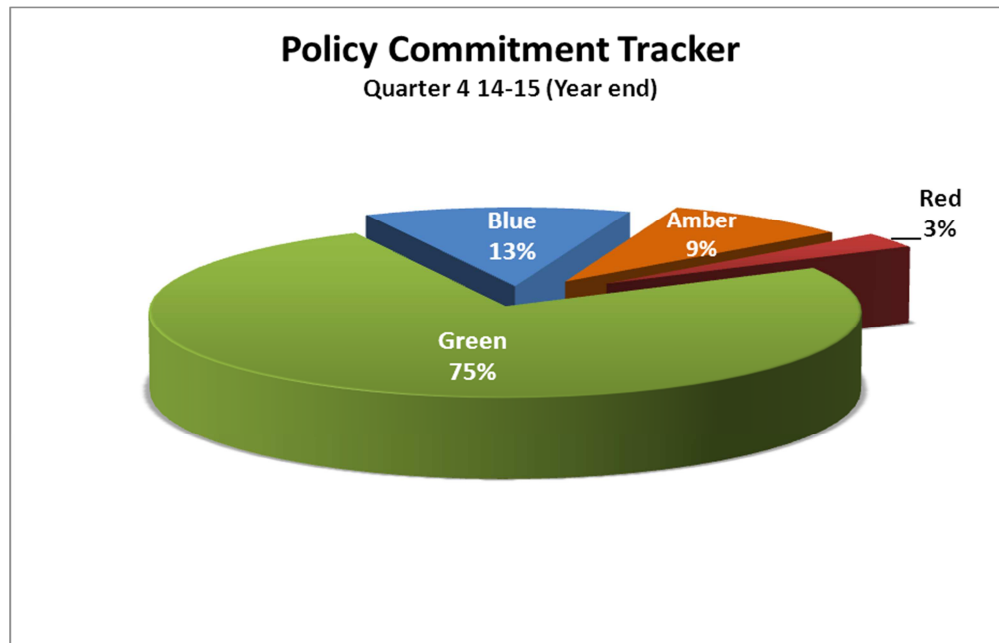
## Appendix D – Policy Commitments Tracker - by Manifesto Theme: Progress by Quarter 4 2014/15

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 4 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 4 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 (ref: 3.1)	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 approved the Sustainable Swansea delivery programme on 29 July 2014 Mid-term Budget Statement reported to Cabinet on 21 October 2014 Council Budget approval 24th February 2015  MTFP set out 3 year Directorate and Sustainable Swansea targets	Head of Financial Services & Chief Operating Officer(Property Assets) Leader Rob Stewart Cllr Clive Lloyd	<b>Amber</b>  Planned savings of 88% achieved for 2014/15; shortfall met through other savings  Asset review activity as part of Sustainable Swansea achieving savings ahead of target, through proactive and accelerated approach to accommodation strategy, area reviews and reduction of premises costs.  Review of assets / disposals taking place Review of Sustainable Swansea Delivery Programme taking place

<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 4 2014/15 & RAG status <sup>2</sup>
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. (ref: 3.4)	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 £79m 2011/12 to £93m 2014/15	Head of Economic Regeneration & Planning & Strategic Procurement Manager Leader Rob Stewart Cllr Robert Francis Davies	Green

Policy Commitment	Anticipated Outcome	Milestones and steps to deliver it (including next steps)	Responsible Officer/ Cabinet Member	Progress during Qtr4 2014/15 & RAG status <sup>3</sup>
Explore collaborative and innovative ways in which local services can be financed and delivered most efficiently. (ref: 3.4)	New models of service delivery which are collaborative and innovative	<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 and the future model of delivery. Innovation Programme in place to support new thinking. Cabinet approved the Sustainable Swansea delivery programme on 29 July 2014. Re-commissioning programme agreed by Cabinet in December 2014.  Phase 1 commenced February 2015	Director of Corporate Services Leader Rob Stewart Cllr Clive Lloyd	Green

<sup>3</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 4 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 (ref: 4.5)	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 Cllr Clive Lloyd	Blue
Introduce a 'Pledge on Standards' and work with the Standards Committee in developing its democratic structures, ensuring fairness, equality & efficiency. (ref: 4.7)	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 Cllr Clive Lloyd	Blue
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 (ref: 4.8)	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. 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 Cllr Clive Lloyd	Blue

## Standing Up for a City of Learning

Policy Commitment	Anticipated Outcomes	Milestones and steps to deliver it	Responsible Officer/ Cabinet Member	Progress during Qtr 4 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 Jennifer Raynor Cllr Robert Francis Davies	<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 Jennifer Raynor Cllr Robert Francis Davies	<b>Red</b>  Work Based Learning 4 contract is being led by Gower College Swansea with Employment Training as a sub-contractor. Funding reductions from WG for 2015 onwards will affect provision and outcomes

Policy Commitment	Anticipated Outcome	Milestones and steps to deliver it (including next steps)	Responsible Officer/ Cabinet Member	Progress during Qtr 4 2014/15 & RAG status <sup>4</sup>
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 Jennifer Raynor	<b>Amber</b>  There are various types of PLCs already in place although they are not all called 'PLCs'. Swansea Secondary schools have established networks/ PLCs for all subjects not core. Collaborations between schools are being supported on a regional basis (School to School support).
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 Jennifer Raynor	<b>Green</b>  Schools are expected to use the new Education Improvement Grant to forge partnerships.  A systematic performance directory ( <i>Deialog</i> ) is under development in the region. It will enable schools to partner with each other. Swansea's Portal

<sup>4</sup> Blue = complete, Green = on track, Amber = progress delayed / concerns with delivery, Red = significant delays / no progress

				development continues
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Policy Commitment	Anticipated Outcomes	Milestones and steps to deliver it	Responsible Officer/ Cabinet Member	Progress during Qtr 4 2014/15 & RAG status
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 Jennifer Raynor	<b>Green</b>  Attendance: There was significant improvement in both primary and secondary school attendance in 2013-14 which is being maintained in-year 2014-15. However, similar improvement in other authorities in 2013-14 affected comparative performance for schools and the authority. National ranking in published primary attendance improved from joint last to 18 <sup>th</sup> out of 22, while secondary attendance ranking slipped one place to 15 <sup>th</sup> . Exclusions 2013-14: The continuing downward trend in fixed exclusions of 5 days or less continued, although the average length of exclusions of more than 6 days remains

				a concern. There were 5 permanent exclusions, all secondary
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Policy Commitment	Anticipated Outcomes	Milestones and steps to deliver it	Responsible Officer/ Cabinet Member	Progress during Qtr 4 2014/15 & RAG status
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 Jennifer Raynor	<b>Green</b>  There is a national model for School Improvement, superseding the School Effectiveness Framework. The new national categorisation system of schools was used for the first time in autumn 2014 and published in January 2015. There has been robust and consistent application of the new categorisation system in Swansea schools. Swansea schools' categorisation outcomes were strong – 17 Green, 42 Yellow, 18 Amber and only 3 Red.  The new team of Swansea Challenge Advisers and Performance Specialists took up their posts in

				September 2015. Their impact will be evaluated.
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 Jennifer Raynor	<b>Green</b>  Good improvement in 2013-14 in all indicators, including new national reading and numeracy tests. Foundation Phase needs to improve more. As a result of the categorisation process, schools most in need of support to improve outcomes, or where there are concerns, have been targeted for support to improve.

<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 4 2014/15 &amp; RAG status</b>
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 Jennifer Raynor	<b>Green</b>  Ongoing review via School Budget Forum /Joint Finance Group meetings and process. New Education Strategy Group established to examine all aspects of learning

				<p>provision.</p> <p>On track - annual challenges, changes to funding and changing needs are understood and addressed. This is reflected in longer term financial planning (e.g. service reviews) and Sustainable Swansea workstreams.</p> <p>Impact and mitigation of cuts imposed by the council on school funding in 2015-16 are being explored.</p> <p>SEN funding has been reviewed as part of a wider formula review and new integrated SEN allocation provided to schools in 2015-16.</p>
<p>Ensure 85% of Government education funding is delegated directly to school's budgets, with the remainder for targeted specialist school and teacher support.</p>	<p>85% of education funding is delegated directly to schools.</p>	<p>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</p>	<p>Chief Education Officer HoS Education Planning &amp; Resources, HoS Education Effectiveness, HoS Education Inclusion &amp; Head of Finance (for the 85% delegated budget)</p>	<p><b>Green</b></p> <p>The delegation rate for 2015-16 is 84.3%. Had the Living Wage funding been added the rate would have been close to 85%</p>

(ref: 6.7)			Cllr Clive Lloyd	
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Policy Commitment	Anticipated Outcomes	Milestones and steps to deliver it	Responsible Officer/ Cabinet Member	Progress during Qtr 4 2014/15 & RAG status
Promote community-focused schools and 'family learning'. (ref: 6.7)	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 Jennifer Raynor	<b>Red</b>  Family Learning/Essential Skills grant removed for 2015/16. Reduced central service to remain and some schools will fund provision themselves. Impact to be assessed.
Implement a Swansea Pledge to ensure all 18-24 year olds have access to quality employment, education, and enterprise or training opportunities. (ref: 6.10)	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. Cllr Christine Richards	<b>Green</b>  Developing with Gower College. Careers Wales and Jobs Centre Plus looking at how to improve information sharing. Exploring an ESF bid for funding in terms of the early identification of NEETs aged 16 yrs +
Explore setting up a Swansea Skills Campus and a Swansea-wide apprenticeship scheme and seek support for this from other employers in	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 has been prepared for Executive Board discussion. Subject to agreement, prepare a pilot of a Swansea wide apprenticeship scheme.	Head of Economic Regeneration & Planning Cllr Christine Richards	<b>Amber</b>  A report has been presented to Executive Board. The Poverty Forum Executive Board



the city. (ref: 6.10)

**is now considering the next steps. Inform Swansea is up and running with opportunities for Apprentices sought annually by the Council. A successor employability & skills project is also being developed to replace the support provided by the former Workways project Job clubs and Youth services supporting people to access opportunities**

## Standing Up for Jobs and Regeneration

Policy Commitment	Anticipated Outcome	Milestones and steps to deliver it	Responsible Officer / Cabinet Member	Progress during Qtr 4 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. <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 Robert Francis Davies</p>	<p><b>Green</b></p> <p>Discussions with WEFO regarding funding for Knowledge economy projects has commenced and an update report for the City Region Board.</p> <p>Dylan Thomas 2014 destination marketing campaign completed. STEAM half year report demonstrates 6.8% growth in visitors and 9.4% growth in spend for the first 6 months of 2014 (full year report available in June) 11 Journalists hosted producing Advertising value of £313K and PR Value £939K (Coast, Radio Times, Express and Manchester Evening News)</p>

Policy Commitment	Anticipated Outcomes	Milestones and steps to deliver it	Responsible Officer/ Cabinet Member	Progress during Qtr 4 2014/15 & RAG status
<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 (ref:7.6)</p>	<p>A new alliance with the city's two universities The creation of a Science and Innovation campus 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 ACW in May 2014.</p>	<p>Head of Economic Regeneration &amp; Planning &amp; Head of Culture, Sport, Leisure and Tourism Cllr Robert Francis Davies</p>	<p><b>Green</b></p> <p>CCS and UWTSO Pledge signed</p> <p>Consultation initiated on a new Cultural Framework for publication in 2015; Discussions underway with the Universities to enhance the creative /cultural partnership opportunities, in particular around events; DT100; Hafod; Archives; Apprenticeships and development of the Glynn Vivian Art Gallery.</p>
<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 (ref: 7.6)</p>	<p>A Creative City Region. 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 Head of Culture, Sport, Leisure and Tourism Cllr Robert Francis Davies</p>	<p><b>Green</b></p> <p>Thematic group for Creative Industries agreed by SBGRB.</p> <p>Discussions now initiated with both Universities around the Cultural Strategy and skills agenda, innovation and opportunity, especially around projects such as Hafod</p>

				Copperworks.
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Policy Commitment	Anticipated Outcomes	Milestones and steps to deliver it	Responsible Officer/ Cabinet Member	Progress during Qtr 4 2014/15 & RAG status
Working with others to create a clear, coherent and balanced approach to the city centre. (ref: 7.7)	A clear and improved city centre offer.	The city centre review includes public consultation & engagement to help shape the future development strategy. A “future cities” conference with international speakers has been held.	Head of Economic Regeneration & Planning Cllr Robert Francis Davies	<b>Green</b> Conference held. City Centre Framework Review prepared and consultation undertaken. Launch events hosted and marketing of key sites undertaken. Procurement underway.
A City Centre strategy in line with the principles of good urban design. (ref: 7.7)	An improved city centre offer which is based on good urban design.	The city centre review includes public consultation & engagement to help shape the future development strategy and support future funding bids.	Head of Economic Regeneration & Planning Cllr Robert Francis Davies	<b>Green</b> Conference held. Centre Framework Review prepared and consultation undertaken

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Policy Commitment	Anticipated Outcome	Milestones and steps to deliver it	Responsible Officer / Cabinet Member	Progress during Qtr 4 2014/15 & RAG status
Plans for a sustainable transport system (City Centre). (ref: 7.7)	A sustainable city centre transport system. Reduced pollution and congestion. Healthier and more active lifestyles	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	Head of Highways & Transportation Cllr Mark Thomas	<b>Green</b>

		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.		
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Policy Commitment	Anticipated Outcomes	Milestones and steps to deliver it	Responsible Officer/ Cabinet Member	Progress during Qtr 4 2014/15 & RAG status
Improve perceptions of our city as a place to work, to visit and to live. (ref: 7.7)	An increase in positive perceptions about Swansea city centre being a positive place to work, visit and live.	The city centre review includes public consultation & engagement to help shape the future development strategy. A “future cities” conference with international speakers has been held. Vibrant & 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 place in the New Year.	Head of Economic Regeneration & Planning Cllr Robert Francis Davies	<b>Green</b>  Discussions held with WEFO and WG regarding the Realising the Potential delivery. Conference held. City Centre Framework Review prepared and consultation undertaken. Launch events hosted and marketing of key sites undertaken. Procurement underway.

Policy Commitment	Anticipated Outcomes	Milestones and steps to deliver it	Responsible Officer/ Cabinet Member	Progress during Qtr 4 2014/15 & RAG status
Aim to enhance our public spaces and adopt a coherent approach to our city’s built	Enhanced public spaces and coherence in relation to the city’s built heritage	Cabinet have agreed a buildings at risk strategy and have allocated funding from the Regeneration	Head of Economic Regeneration & Planning Cllr Robert Francis	<b>Green</b>  Works to the Palace

heritage and empty properties. (ref: 7.7)	and empty properties	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. The city centre review includes public consultation & engagement to help shape the future development strategy. This work has a significant urban design input.	Davies	Theatre undertaken to protect the building. City Centre Framework Review prepared and consultation undertaken. Launch events hosted and marketing of key sites undertaken. Procurement underway
Seek to increase the number of people living in our city centre and improve the mix of housing type and tenure. (ref:7.7)	An increase in the number of people living in the city centre and an improvement in the mix of housing type and tenure	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.	Head of Economic Regeneration & Planning Cllr Robert Francis Davies	<b>Green</b>  RtP programme delivery and monitoring underway. Spend and outcomes achieved for 2014/15.

<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 4 2014/15 &amp; RAG status</b>
Work with businesses and local communities to support imaginative and sustainable development of smaller suburban retail centres. (ref: 7.8)	The development and sustainability of smaller suburban retail centres.	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	Head of Economic Regeneration & Planning Cllr Robert Francis Davies	<b>Green</b>  RDP programme delivery ongoing. RAG assistance was allocated in 2013/14 and discontinued in 2014/15. Report prepared and presented to CAC to discuss District Centres.

		bids.		
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 (ref: 7.9)	The development and implementation of an anti-poverty plan. The reduction of poverty and unemployment, especially within the most deprived areas	A poverty strategy, action plan and performance framework have been agreed. Reviewing internal Poverty forum. Launched external Swansea Partnership Poverty Forum	Director of People and the Head of Poverty and Prevention  Leader, Rob Stewart  Cllr Will Evans	<b>Blue</b>  A strategy, action plan and performance framework have been developed and the action plan is being implemented.  Implemented the LIFT programme with Communities First areas (Penderyn) Preparing for the introduction of Communities 4 Work.  Revised the Poverty forum and re-launching the Swansea Partnership Poverty forum

Policy Commitment	Anticipated Outcome	Milestones and steps to deliver it	Responsible Officer / Cabinet Member	Progress during Qtr 4 2014/15 & RAG status
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.	Loans are available to individuals for small business set up.	There is limited capacity here as LASA Credit Union does not have a specific product for Micro Business in terms of loaning money to existing businesses. It does however have capacity to offer small loans to individuals who wish to set up a small business e.g. self	Head of Poverty and Prevention  Cllr Will Evans	<b>Blue</b>

(ref: 7.12)		employment. This could form the basis of a future SLA arrangement with the Credit Union		
With other public sector employers explore the feasibility of implementing a 'Living Wage' for those employed on low incomes. (ref: 7.12)	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.	The Council has implemented the Living Wage in April 2014. Ongoing support for this important aspect of alleviating in-work poverty needs to be driven forward via the LSB	Head of Poverty and Prevention  Cllr Will Evans	<b>Green</b>  Swansea University is looking at implementing the Living Wage

Policy Commitment	Anticipated Outcome	Milestones and steps to deliver it	Responsible Officer / Cabinet Member	Progress during Qtr 4 2014/15 & RAG status
Work with Moneyline Cymru and the local credit union to help low-income citizens with affordable loans and personal finance. (ref: 7.12)	An appropriate range of banking provision including; a saving, loan and payment function is available across Swansea.	Financial Inclusion Steering Group – readiness for Universal Credit action plan to be developed and progress overviewed by the CCS Poverty Forum Housing SLA for rent arrears	Head of Poverty and Prevention Cllr Will Evans	<b>Green</b>  The Financial Inclusion Steering group An initial plan has been established and work is in hand to complete the District Partnership agreement with DWP

Policy Commitment	Anticipated Outcome	Milestones and steps to deliver it	Responsible Officer / Cabinet Member	Progress during Qtr 4 2014/15 & RAG status
Work with organisations such as Swansea Citizens' Advice Bureau and make targeted use of schemes such as Community First, to	To increase the accessibility and consistency of advice in relation to benefits for families living in deprived	The Tackling Poverty Unit is providing Welfare Rights advice and training to frontline staff across the CCS and partner organisations. This is increasing the capacity to ensure	Head of Poverty & Prevention lead Cllr Will Evans	<b>Green</b>  Additional welfare rights workers have assisted in raising £838,088.94, held 142 appointments and



<p>enhance the Council's existing Welfare Rights Unit to help low-income families, including working parents with children. (ref: 7.13)</p>	<p>areas.</p>	<p>that low income families have access to benefits advice and support Communities First staff are working closely with the CAB to ensure that any outreach is getting to the people who need support and helping CAB get new clients. The SIU are liaising closely with the Prosperous Officers maximising their support to those in need. The Tackling Poverty Unit supports the work of the Financial Inclusion Steering Group – a multi-agency working group that is developing an action plan to ensure readiness for Universal Credit. Partners include: CAB, Age Cymru Swansea Bay, Coastal Housing, Family Housing Association, Gwalia, Credit Union, Moneyline Cymru as well as a number of CCS Departments.</p>		<p>provided 213 advice line sessions.  Communities First Work is in hand to maximise the impact that can be achieved by Communities First Prosperous officers are making best use of the skills and expertise available via CAB and the Welfare Rights team</p>
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Policy Commitment	Anticipated Outcomes	Milestones and steps to deliver it	Responsible Officer/ Cabinet Member	Progress during Qtr 4 2014/15 & RAG status
<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</p>	<p>A more competitive and prosperous city region. 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. Low carbon initiatives under feasibility assessment, including</p>	<p>Head of Economic Regeneration &amp; Planning  Head of Culture, Sport, Leisure and Tourism Cllr Richard Francis</p>	<p><b>Green</b>  The KE&amp;I group is progressing the development of project ideas, having been endorsed by the SBCRB. Further feasibility</p>

<p>energy, quality tourism, high value manufacturing, life sciences, ICT and the creative industries. (ref: 7.14)</p>		<p>CREES and district heating. Developed a Sustainable Destination Management Plan - Swansea Campaigns are underway to target potential visitors, capitalising on both the sport and cultural opportunities. Re-branded Tourism Offer. Pro-active targeting of potential investors.</p>	<p>Davies</p>	<p>undertaken on CREES and District Heating.</p> <p>Destination Marketing Plan complete and running. DT Centenary Year complete – legacy programme in development.</p> <p>New Beaches Management Group established to protect and enhance Blue Flag beaches and connectivity with the surrounding amenities and attractions.</p>
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Policy Commitment	Anticipated Outcomes	Milestones and steps to deliver it	Responsible Officer/ Cabinet Member	Progress during Qtr 4 2014/15 & RAG status
<p>Develop and implement a quality sustainable tourism action plan to maximize the economic benefit for the city. (ref: 7.15)</p>	<p>A sustainable tourism action plan</p>	<p>Incorporate Sustainability into Tourism decision-making at all levels. Prepare Sustainability Policy/Guidelines for C&amp;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</p>	<p>Head of Culture, Sport, Leisure and Tourism Cllr Richard Francis Davies</p>	<p><b>Green</b></p> <p>Cllr RFDavies now the chair of the Steering group. DMP Complete – see 7.14 above. Beaches Management Group established – as above.</p>

## Standing Up for Strong Transport Links

Policy Commitment	Anticipated Outcome	Milestones and steps to deliver it	Responsible Officer / Cabinet Member	Progress during Qtr 4 2014/15 & RAG status
Complete Swansea's Park & Ride system with a scheme for the west of the city. (ref: 8.1)	Park and ride system in the west of the city.	Feasibility work to be undertaken on possible site at former Emmanuel Grammar school, but it is not in an ideal location. Key challenge is lack of capital and revenue funding which would be required.	Head of Highways & Transportation. Cllr Mark Thomas	<b>Red</b>
Work with the Welsh Government, neighbouring local authorities, transport users and providers to develop a sustainable transport plan for the city and region (ref: 8.2)	To develop a sustainable transport plan for the city and region	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 seconded and a joint local Transport plan will be submitted to the WG by January 2015.	Head of Highways & Transportation Cllr Mark Thomas	<b>Green</b>  Information was issued to WG in January 2015
Work with the Welsh Government to lobby the Government in London to extend the electrification of the main line from London to Swansea. (ref: 8.3)	An extension of the electrification of the main line from London to Swansea	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.	Head of Highways & Transportation Cllr Mark Thomas	<b>Blue</b>

Policy Commitment	Anticipated Outcome	Milestones and steps to deliver it	Responsible Officer / Cabinet Member	Progress during Qtr 4 2014/15 & RAG status
Explore with Welsh Government the creation	To develop a Joint Transport Authority for Swansea and	From the 1 April 2014, funding for transport has been redirected to	Head of Highways & Transportation	<b>Green</b>

of a Joint Transport Authority for Swansea and the wider city region. (ref: 8.3)	the wider region.	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.	Cllr Mark Thomas	
Explore the introduction of 'oyster'-style travel cards (ref: 8.3)	To provide 'oyster style' travel cards, discounts and benefits.	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.	Head of Highways & Transportation Cllr Mark Thomas	Amber

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Policy Commitment	Anticipated Outcome	Milestones and steps to deliver it	Responsible Officer / Cabinet Member	Progress during Qtr 4 2014/15 & RAG status
Seek to follow NICE (National Institute for Health & Clinical Excellence) Guidance on Physical Activity and the Environment. (ref: 8.4)	Interventions and activities are based on sound and robust evidence and evaluated practice.	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".	Head of Culture, Sport, Leisure and Tourism. Cllr Mark Child	Green  3.47m million physical activity visits achieved (target 3.4 million) On target to achieve 11% of 11-16 year olds participating in 20 or more extra-curricular sporting and physical activity opportunities No. of visits to sport and leisure centres per 1000 population achieved 8,581 (target 8,452).

				<p>69% of clients referred to the national exercise scheme due to ill-health / obesity still active after 12 months (target 60%)</p> <p>Swan Linx project – health related fitness measures with Swansea University. 900+ young people years 5 and 6 have been tested. Looking at health, nutrition and latent demand.</p> <p>HAPPEN – Swansea schools health network.</p> <p>Health Board – 2 weight management programmes with Weight Watchers - Pilot scheme with National Exercise Referral Scheme and Weight Watchers in Pendery and Llchwyr.</p> <p>Physio Community classes in Penlan and Penyrheol based on the leisure centres – good route into NERS and activities.</p>
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Policy Commitment	Anticipated Outcome	Milestones and steps to deliver it	Responsible Officer / Cabinet Member	Progress during Qtr 4 2014/15 & RAG status
Adopt the 'Wheelrights' Manifesto' and seek to significantly increase	Improved cycling and walking routes – safer, quicker and more cost effective.	The Wheelrights manifesto has been adopted. Working with Wheelrights and Sustrans, the	Head of Highways & Transportation. Cllr Mark Thomas	<b>Green</b>

access to safe, quicker and more cost effective cycle & walking routes through many areas of the city. (ref: 8.5)		council are implementing the city centre cycling network. Additional cycle links along Princess Way and Pleasant Street will be completed in 2014-15. 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. Cycle links from residential areas to the city centre have been included in the draft Local Transport Plan Programme for Swansea to be submitted to WG in January 2015		
Encourage quality cycle training in schools and for adults. (ref: 8.5)	An increase in cycling and improved levels of road safety whilst cycling.	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	Head of Highways & Transportation. Cllr Mark Thomas	Amber

Policy Commitment	Anticipated Outcome	Milestones and steps to deliver it	Responsible Officer / Cabinet Member	Progress during Qtr 4 2014/15 & RAG status
Encourage the emergence of the electric car and explore local authority controlled car parks being equipped with electric car recharging points. (ref: 8.6)	The great use of electric cars with Local Authority car parks fitted to facilitate their use.	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.	Chief Operating Officer Head of Highways & Transportation Cllr Mark Thomas	Green  9 electric cars are now on fleet, with 2 more due mid 2015. The Low Carbon Swansea electric vehicle group is awaiting the next announcement of funding opportunities from the

				Office of Low Emission Vehicles (OLEV) postponed due to elections, to determine feasibility of bid. Electric vehicle roadshow being held by LCS mid June with CCoS electric vehicles available to trial. CCoS preparing to install charge points for fleet vehicles at Civic and Pipehouse Wharf depot (part grant funded) to change pool cars to electric where suitable.
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Policy Commitment	Anticipated Outcome	Milestones and steps to deliver it	Responsible Officer / Cabinet Member	Progress during Qtr 4 2014/15 & RAG status
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. (ref: 8.8)	Improved and simplified services and fares, especially within deprived communities	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. The Cabinet Advisory Committee will be considering the feasibility of a Quality Bus Contract in the next few months. Voluntary	Head of Highways & Transportation Cllr Mark Thomas	Amber

		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.		
Using existing licensing arrangements to ensure that taxi points are safe, well lit and stewarded.  (ref: 8.9)	Safe, well lit and stewarded taxi points	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.	Head of Housing & Public Protection lead Cllr Mark Child	<b>Green</b>  Ongoing work, i.e. Licensing officers undertake regular out of hours enforcement and carry out visits to the taxi ranks.

Policy Commitment	Anticipated Outcome	Milestones and steps to deliver it	Responsible Officer / Cabinet Member	Progress during Qtr 3 2014/15 & RAG status
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. (ref: 8.10)	Transport which is responsive to local needs and access to key resources and facilities.	The council implemented a community bus service to North Gower using a Social Services' transport vehicle was implemented in February 2014 and a further 3 community bus routes, started in August 2014. Sections of these services operate on a demand responsive basis. The feasibility of a Wheels to Work scheme in conjunction with other Councils in South West Wales is being investigated	Head of Highways & Transportation Cllr Mark Thomas	<b>Green</b>
Reintroduce a 'real time' passenger information	Real time information for passengers	Real Time Information is in place on the Metro route and is included as a	Head of Highways & Transportation	<b>Amber</b>



system. (ref: 8.10)		project within the Regional Transport Plan and the draft Local 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.	Cllr Mark Thomas	
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Policy Commitment	Anticipated Outcome	Milestones and steps to deliver it	Responsible Officer / Cabinet Member	Progress during Qtr 4 2014/15 & RAG status
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 Mark Thomas	Blue
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 Mark Thomas Cllr Christine Richards	Blue
Examine providing the city centre's main streets with continuous covered	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	Head of Economic Regeneration & Planning.	Green Scheme proposals are

walkways to guarantee weather proof shopping. (ref: 8.14)		feasible, proposals could be implemented as part of the Realising the Potential infrastructure projects.	Cllr Robert Francis Davies	currently being prepared by developers for a new retail scheme and links to the waterfront. Details of the proposals will emerge in coming months.
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Policy Commitment	Anticipated Outcomes	Milestones and steps to deliver it	Responsible Officer/ Cabinet Member	Progress during Qtr 4 2014/15 & RAG status
Review the existing city centre road system with a view to a phased simplification and improved accessibility for pedestrians and cyclists. (ref: 8.15)	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 commenced to assess the feasibility and impact of more substantial changes	Head of Highways & Transportation Cllr Mark Thomas	<b>Green</b>
Examine the feasibility of introducing a comprehensive city centre parking system and adopting a more flexible charging regime in local authority controlled car parks.  (ref:8:15)	A comprehensive city centre parking system and flexible charging regime.	Initial review of parking tariffs undertaken. New pay and display machines have been provided. This will provide better intelligence on the impact of changes to parking tariffs. Actions for the parking review have been completed. Sunday charging proposals have been brought forward for member consideration. A further review of the parking tariffs will be undertaken.	Head of Highways & Transportation Cllr Mark Thomas	<b>Green</b>

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<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 4 2014/15 &amp; RAG status</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 Mark Thomas	<b>Green</b>

### **Standing Up for High Quality Health and Social Services**

<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 4 2014/15 &amp; RAG status</b>
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. <b>(ref: 9.4)</b>	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	The new emphasis on prevention & 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.	Director of People Head of Poverty and Prevention Cllr Jane Harris Cllr Christine Richards	<b>Green</b>  Prevention workstream in Sustainable Swansea – Invest to Save Prevention Fund. There is a full list of preventative projects which have been agreed. These projects have been developed in conjunction with Social Services – Child and Family and Adults, and include Local

				Area Coordination, Adult Family Group Conferencing, Turn up and fix it and Volunteering and Befriending
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Policy Commitment	Anticipated Outcomes	Milestones and steps to deliver it	Responsible Officer/ Cabinet Member	Progress during Qtr 4 2014/15 & RAG status
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'. <b>(ref: 9.4)</b>	To increase the number of children cared for out of county – back into the city and to support families care for their own children	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	Director of People Head of Poverty and Prevention Head of Child & Family Services Cllr Christine Richards	<b>Green</b>  The Prevention work stream of Sustainable Swansea is taking forward the project on the Continuum of support available to children and families to develop a more integrated model Further work is taking place between Child and family services and Education on Out of County placements.

Policy Commitment	Anticipated Outcome	Milestones and steps to deliver it	Responsible Officer / Cabinet Member	Progress during Qtr 4 2014/15 & RAG status
Relocate social services to work directly in the communities they serve and co-locate them with	To increase the number of support services offered by Social Services and their partners in the communities	We have taken opportunities to re-locate provision in communities and with partner agencies where it is appropriate and achievable. For	Director of People Chief Operating Officer (Social Services) Head of Adult Services	<b>Green</b>  Through a jointly agreed Integration Plan, and

<p>other council services and partner agencies in these localities, such as education, housing and health. (ref: 9.5)</p>	<p>in which they serve.</p>	<p>example, we are working with ABMU to develop t integrated health and family services to older people and people with disabilities through the development of 3 network hubs working within local communities,</p>	<p>Head of Child and Family Services Cllr Jane Harris</p>	<p>statement of intent, we are continuing to working closely with Health partners, ABMUHB to support older people and people with chronic conditions</p> <ul style="list-style-type: none"> <li>-Common Access Point for all health and social care referrals in the community</li> <li>-Community Network Hubs in which health and social care staff are co-located and scheduled to be operational by the end of 2014/15.</li> <li>- New pathways to achieve independence(1 yr grant funded by Welsh Govt. Intermediate Care Fund.</li> <li>- Joint Commissioning</li> <li>- 3 Integrated Network Hubs &amp; 1 Community Services Hub in which health and social care staff are co-located and working together</li> <li>- New pathways to independence and effective discharge through Intermediate Care Tier</li> <li>- Joint Commissioning to</li> </ul>
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				achieve best value
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Policy Commitment	Anticipated Outcomes	Milestones and steps to deliver it	Responsible Officer/ Cabinet Member	Progress during Qtr 4 2014/15 & RAG status
Better integrate systems, ensuring far more effective links between adult and children's services and between social services, education and local health services. <b>(ref: 9.6)</b>	Integrated pathways of support across departmental and organisational boundaries.	The Council has restructured to ensure that such links and integration of systems are made. The Prevention workstream in the Sustainable Swansea strategy 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. 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.	Director of People Chief Operating Officer Social Services Chief Education Officer Cllr Jane Harris Cllr Christine Richards	<b>Green</b>  The Prevention work stream of Sustainable Swansea is taking forward a project on the Continuum of support to children and families to develop a more integrated model. Local Transition support is to be located at the front door to make greater use of prevention and early intervention services such as Coastal and Supporting People as the enablers of wellbeing. There are also opportunities for regional commissioning re. transition and integrated services.  Support through transition is now identified at age 18 yrs, and aims to make greater use of prevention and early intervention

				<p>services such as Local Area Coordination, Supporting People and supported employment. There are also opportunities for regional commissioning re. transition and integrated services.</p>
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Policy Commitment	Anticipated Outcomes	Milestones and steps to deliver it	Responsible Officer/ Cabinet Member	Progress during Qtr 4 2014/15 & RAG status
<p>Play a full part in the 'Healthy Cities' initiative, to address the health inequalities and differences in life expectancy across the city. (ref: 9.6)</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</p>	<p>Director of People Cllr Mark Child</p>	<p><b>Green</b></p> <p>The Council has achieved Phase 6 Healthy City status with Health colleagues – Healthy Cities Board</p> <p>Early Years strategy agreed. Statement being progressed. Identifying a brand for Swansea – giving every child a Flying Start</p> <p>Developing an action plan and re-focusing the steering group.</p>

		First and Schools. We have drafted the strategy to Give Every Child the 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 4 2014/15 & RAG status
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. (ref: 9.7)	High quality social care and residential provision – offered by range of providers	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. Interventions are being supported by new collaborative arrangements such 4Csand the Western bay Procurement Hub and supported by effective governance arrangements. 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	Chief Social Services Officer Cllr Jane Harris	<b>Green</b> Progress is being made on regional collaborative work within Western Bay Regional Programme, and to identify opportunities for regional, joint commissioning e.g. Regional Adoption Service, Substance Misuse, Intensive Family Support Service and Youth Offending Service are now established



		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 business case made to the Welsh Government's Intermediate Care Fund..		
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Policy Commitment	Anticipated Outcome	Milestones and steps to deliver it	Responsible Officer / Cabinet Member	Progress during Qtr 4 2014/15 & RAG status
Invest in our staff at all levels in social services. (ref: 9.7)	A highly trained, capable and motivated workforce.	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. 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. We have a programme of development for existing qualified	Chief Social Services Officer Cllr Christine Richards Cllr Jane Harris	<b>Green</b>  We have delivered on the training programme as set out within Social Care Workforce Development Plan 2014/15, which is currently being updated for 2015/16, at the request of the Welsh Government. The new Swansea Social Care Workforce Development Plan (SCWDP) is to reflect new practice development models such as CPeL, regional collaboration and to deliver on the change agenda associated with the implementation of the Social Services and

		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.		Wellbeing (Wales) Act, expected by April 2016.
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Policy Commitment	Anticipated Outcome	Milestones and steps to deliver it	Responsible Officer / Cabinet Member	Progress during Qtr 4 2014/15 & RAG status
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. (ref: 9.8)	High quality local practice which is informed by national best practice and incorporating news ideas in research and delivery	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. 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.	Chief Social Services Officer Cllr Jane Harris	<b>Blue</b>  We continue to build links with Swansea Universities, and officers are involved in the training programmes for social work students, in new practice areas such as Signs of Safety, Direct Payments.  We have now agreed a partnership with the Institute of Life Sciences at Swansea University to evaluate Local Area Coordination as an innovative, research-based approach to organising support to older people.

## Standing Up for Better Housing

Policy Commitment	Anticipated Outcome	Milestones and steps to deliver it	Responsible Officer / Cabinet Member	Progress during Qtr 4 2014/15 & RAG status
Target HMOs for improved standards of management and maintenance. (ref: 10.2)	Improved standards and quality of housing	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.	Head of Housing & Public Protection lead Cllr David Hopkins	<b>Amber</b>  Increased number of owners selling HMOs or leaving them empty/letting as single households. Along with expired licences this has resulted in there being 1,507 licensed HMOs at 30/9/14 Work continues to process licence applications & investigate complaints.

Policy Commitment	Anticipated Outcomes	Milestones and steps to deliver it	Responsible Officer/ Cabinet Member	Progress during Qtr 4 2014/15 & RAG status
Work with Welsh Government, housing associations and the private sector to increase the supply of affordable housing. (ref: 10.3)	Provision of more affordable housing	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. In addition to the £3m in Social Housing Grant the Authority was allocated, the Authority has for an extra £2.6m under the Welsh Government's Additional Capital Funding Programme and a further	Head of Housing & Public Protection lead Cllr David Hopkins	<b>Blue</b>  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.  Another round of smaller properties funding has

		£1.6m has been secured from the Welsh Government's 'Smaller Properties' Programme.		been announced for 14/15 and 15/16 to support the delivery of smaller homes. Schemes will be submitted to WG to ensure Swansea's allocation of £1.7 m for Swansea is spent.
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<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 4 2014/15 &amp; RAG status</b>
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 <b>(ref: 10.3)</b>	More land available for the provision of affordable housing.	Progress the Local Development Plan (LDP) - Affordable Housing target and policies to meet future requirements. LDP targeted for adoption in December 2016. Discussions ongoing with Planning and Housing colleagues to release land as part of the disposal programme.	Planning & Corporate Building & Property input Head of Economic Regeneration & Planning Cllr Robert Francis Davies Cllr David Hopkins	<b>Green</b>  LDP to be submitted for independent examination in December 2015
Prioritise those in housing need, especially the homeless. <b>(ref: 10.4)</b>	Social housing is allocated on the basis of need.	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..	Head of Housing Cllr David Hopkins	<b>Blue</b>  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

Policy Commitment	Anticipated Outcome	Milestones and steps to deliver it	Responsible Officer / Cabinet Member	Progress during Qtr 4 2014/15 & RAG status
Support independent living; provide improved options for older people (ref: 10.4)	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.		<b>Green</b>  Continuing analysis of data from support plans and reviewing allocation of resources. Absorbed the reduction of 5.4% in SPPG funding by seeking a reduction in the cost of the weekend visiting service through targeting this service solely to those tenants in the most need. In the longer term further reductions are likely to impact on our service planning for meeting the requirements of Aylward.

Policy Commitment	Anticipated Outcomes	Milestones and steps to deliver it	Responsible Officer/ Cabinet Member	Progress during Qtr 4 2014/15 & RAG status
Increase funding for housing co-operatives and mutual housing (ref: 10.5)	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	Head of Housing & Public Protection lead Cllr David Hopkins	<b>Green</b>  Consultation with RSL's and Wales Co-operative centre ongoing

		initiatives as part of Swansea's response to the challenge of delivering affordable housing.		
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<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 4 2014/15 &amp; RAG status</b>
Utilise the £11million in the Housing Revenue Account to improve Council houses and provide a boost to a local construction industry. (ref: 10.5)	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 David Hopkins	<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. (ref: 10.5)		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. Summit 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 David Hopkins	<b>Green</b>  Business Plan in place that identifies the required funding to improve the stock up to WHQS by 2020.

<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 4 2014/15 &amp; RAG status</b>
Take action to address the blight of empty properties and increase	A reduction in the number of empty properties.	Work regionally to deliver the WG Houses to Homes Empty Property Loans fund. Access to low cost borrowing to	Head of Housing & Public Protection lead  Cllr David Hopkins	<b>Green</b>  Proactive work undertaken

<p>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. (ref: 10.6)</p>	<p>Environmental improvements and an improved 'look and feel' of communities.</p>	<p>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>by Housing and Public Health throughout the year and the impact of the national Houses to Homes loan scheme resulted in 456 properties brought back into use for the year. 26 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. (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 Morryston 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 David Hopkins</p> <p>Cllr Robert Francis Davies</p>	<p><b>Green</b></p> <p>Community benefit clauses now incorporated in tenders and scored by the Beyond Bricks and Mortar team Also returns being completed as part of the Welsh Governments Community Benefit measurement tool for all major public buildings and housing projects.</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 4 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 Robert Francis Davies	<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 Robert Francis Davies	<b>Green</b>  Some works undertaken. Open days and Ministerial visits hosted. Masterplan produced to inform future funding bids and works. EU Visit Wales bid submitted but unsuccessful.
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 Robert Francis Davies	<b>Green</b>  The 'Arts Strategy' will be absorbed within a wider Cultural Strategy (or Framework) for the City & County to be published end of 2015. This will take into account the Sustainable



				Swansea strategy for Commissioning and Community Action and mapping out a long term strategic vision and action plan for developing the cultural profile and offer..
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Policy Commitment	Anticipated Outcome	Milestones and steps to deliver it	Responsible Officer / Cabinet Member	Progress during Qtr 4 2014/15 & RAG status
Work with the Swans, the Ospreys and Swansea University to create a premier 'Sports City' strategy. (ref: 11.7)	Economic benefits to local communities, interest and involvement in sports to improve healthy lifestyles and health outcomes in the long term.	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	Head of Culture, Sport, Leisure and Tourism Cllr Mark Child	<b>Green</b>  Major success in delivering the IPC championships has lead to further discussion around regional ambitions including the Commonwealth Games. Also in liaison with both Universities on facilities on new campus developments. This element of a 'City of Sport' and world class events will also feature in the new Cultural Strategy. Ongoing discussions with Swansea City Football Club and Community Trust regarding Bryntawe Sports project. Working in conjunction with SCFC on community football

				projects.
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. (ref:11.9)	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	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 & Innovation Group has been established to facilitate project delivery.  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	Head of Economic Regeneration & Planning  Head of Culture, Sport, Leisure and Tourism Cllr Robert Francis Davies	<b>Green</b>  Thematic Group for Creative Industries agreed by SBCRB and chaired by CCS.  New studio space has been secured in the High Street, as part of the Iceland building with Elysium and the Mission Gallery is on track to develop the premises, again CCS represented on the Steering Groups and aligning ambitions with the new business plan for GVAG post opening in 2016; GVAG delivered over 5,000 workshops and activities with local artists and communities as part of its Offsite programme in 2014/15.

Policy Commitment	Anticipated Outcome	Milestones and steps to deliver it	Responsible Officer / Cabinet Member	Progress during Qtr 4 2014/15 & RAG status
Work with the Welsh Government and others to prepare for the Dylan Thomas centenary	Raised profile of the cultural proposition and offer in Swansea	Plan for the Dylan Thomas 2014 Centenary Celebration. Develop a year-long festival around Dylan Thomas, his work and legacy,	Head of Culture, Sport, Leisure and Tourism  Cllr Robert Francis	<b>Green</b>  New permanent Dylan exhibition received 30,809

<p>celebrations in 2014. (ref: 11.10)</p>		<p>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>Davies</p>	<p>visitors between October 27 and March 31, a 100% increase on the previous year.</p> <p>Exhibitions of DT manuscripts were loaned from University of Buffalo, New York, in partnership with the National Library Wales.</p> <p>In total, 5 new exhibitions were held at the DTC, attracting 94,770 visitors in 14/15.</p> <p>DTC's new Learning and Outreach officers were in post and delivering activity plan. Learning programme actively engaged 3300 individuals from schools and other educational groups. 41 participatory projects took place, consisting of 126 participatory sessions. An additional 1940 participants were engaged, primarily from hard to reach groups. 34 volunteers were engaged and 4 work placements were created.</p>
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				<p>During 2014 there were 194,429 visitors to DylanThomas.com; this was an increase of 90.25% from the same period in 2013. Page views increased by 39% in 2014 to 449,666. In terms of digital marketing, the Dylan Thomas direct email database increased in size by 41%, Facebook likes increased by 109%, while Twitter followers increased by 270%. Dylan Thomas content on VisitSwanseaBay.com generated 5,606 Visitors and 69,692 page views.</p>
<p>Explore the feasibility of establishing 'Copperopolis' as a World Heritage Site, so contributing to making Swansea a major quality tourism destination. (ref: 11.12)</p>	<p>Copperopolis established as a World Heritage site. 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 Cllr Robert Francis Davis</p>	<p><b>Green</b></p> <p>Some works undertaken. Open days and Ministerial visits hosted. Masterplan produced to inform future funding bids and works. EU Visit Wales bid submitted but unsuccessful.</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 4 2014/15 & RAG status
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 <b>(ref: 12.2)</b>	Swansea is a Co-operative Council and co-operative principles are evidenced in everything the Council does.	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. <b>A discussion paper has been produced on what a co-operative model might mean for Swansea and how we are already doing this</b> The Council is considering joining the Co-operative Councils Innovation Network	Director of Corporate Services Leader, Rob Stewart	<b>Green</b>  Commitment to the Co-operative aim has been reaffirmed, Cabinet report required on how this is progressed

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Policy Commitment	Anticipated Outcomes	Milestones and steps to deliver it	Responsible Officer/ Cabinet Member	Progress during Qtr 4 2014/15 & RAG status
Require any development or project to demonstrate how it will engage local young people, provide jobs or training places. <b>(ref: 12.3)</b>	An increase in jobs and training places for local young people	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.	Chief Operating Officer (construction projects) Cllr Christine Richards	<b>Green</b>  An expression of interest has gone in for European funding for the expansion of the BBM programme into other industries. Collaboration with the South West Wales Regional Shared Apprenticeship

				<p>programme now known as CYFLE.</p> <p>12 apprentices appointed in CB&amp;PS in Sept Working with Construction Youth Trust to maximise engagement in hard to reach areas.</p> <p>CCS also part of South West Wales Regional Shared Apprenticeship (CYFLE).</p>
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Policy Commitment	Anticipated Outcomes	Milestones and steps to deliver it	Responsible Officer/ Cabinet Member	Progress during Qtr 4 2014/15 & RAG status
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. (ref: 12.3)	An increase in the number of young people participating in community activities.	The Big Conversation (the new Youth Forum for Swansea) being rolled out. Young People Services and Menter Iaith have run one leadership and entrepreneurial skills programme for Young People. A partnership is being developed with YMCA College Wales to deliver a new model for delivery for 15/16.	Chief Education Officer  Deputy Leader, Christine Richards	<b>Green</b>

Policy Commitment	Anticipated Outcomes	Milestones and steps to deliver it	Responsible Officer/ Cabinet Member	Progress during Qtr 4 2014/15 & RAG status
Where appropriate implement the Rights of	The rights of children and young people are taken	The Council has agreed to impose on itself a duty of ensuring we	Director of People Deputy Leader Christine	<b>Green</b>

<p>Children and Young Persons Wales Measure. (ref: 12.3)</p>	<p>into account in Council business</p>	<p>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 services.</p>	<p>Richards</p>	<p>Launched on 20<sup>th</sup> November 2014. The UNCRC is included in the Council's EIA process. A full audit has been undertaken regarding Council staff's knowledge on the UNCRC. Training sessions have been organised.</p>
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Policy Commitment	Anticipated Outcomes	Milestones and steps to deliver it	Responsible Officer/ Cabinet Member	Progress during Qtr 4 2014/15 & RAG status
<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. (ref: 12.5)</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 Head of Poverty &amp; Prevention Cllr David Hopkins</p>	<p><b>Green</b></p> <p>BME, LGBT and Welsh Language Forums continue to meet and we have engaged with these groups in terms of planning for the new Strategic Equality Plan which will be in place by April 2016.</p> <p>The Community Cohesion Leadership Group has been re-established to ensure the</p>

				7 key outcomes of the Community Cohesion National Delivery Plan is mainstreamed, these include; Hate Crime, Modern Slavery, engagement of Gypsy and Traveller Communities, increased awareness of immigration, embedding within Communities First Programme, embedding in key policies and ensuring we are responsive to changes in communities
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Policy Commitment	Anticipated Outcomes	Milestones and steps to deliver it	Responsible Officer/ Cabinet Member	Progress during Qtr 4 2014/15 & RAG status
Develop a carefully targeted use of ASBO's, an alley-gating policy investigate "no cold-calling" zones and prosecute breaches. (ref: 12.7)	An increase in community safety	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.	Head of Poverty and Prevention Cllr David Hopkins	<b>Blue</b> These services are all in place



## 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 4 2014/15 & RAG status
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. (ref: 13.9)	Residents feel able to influence Council decisions. Council decisions are shaped by resident opinion.	Work with schools and communities in identifying priorities for inclusion in area-based Safe Routes in Communities bids. Public consultation is critical to progressing the Local Development Plan (LDP). The LDP is targeted for adoption in December 2016.	Head of Highways & Transportation. Head of Economic Regeneration & Planning. Leader, Rob Stewart	<b>Green</b>  LDP to be submitted for independent examination in Dec 2015.
Encourage the highest standards of 'low carbon' design in all developments (Commit to maintain Green Dragon Level 5 within CB&PS; Commit to BREEAM very good or excellent for all major projects depending on site constraints (Cefn Hengoed School achieved Very Good). (ref: 13.4)	Encourage the highest standards of 'low carbon' design in all developments.	A BREEAM award of very good is being sought for the completed Swansea City Bus Station. CB&PS have maintained their green dragon level 5 accreditation following an annual review and assessment in May 2013. Sustainability and design are key planning considerations and pre-application discussions are held with developers to achieve better development outcomes for Swansea.	Chief Operating Officer (Internal construction projects) Head of Economic Regeneration & Planning Head of Highways & Transportation Cllr Mark Thomas	<b>Green</b>  As part of the WG grant criteria will need to realise BREEAM Excellent status. On target to achieve for Morriston, Burlais and Gowerton Schools. Further QEd projects within Band A are now progressing i.e. Gorseinon Primary [New School], Lon Las Primary [New School], Pentrehafod Comp [Significant Remodelling], Pentre'R Graig [Remodelling/Small new build] and Gwyr

				<p>[Remodelling/Small new build]. BREEAM Excellent will be a requirement on all projects with the exception of Pentrehafod, Pentre'R Graig and Gwyr where an EPC rating of A will be required.</p> <p>BREEAM very good status will be achieved at Glynn Vivian Art Gallery, excellent was not achievable due to the nature of the existing buildings.</p>
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Policy Commitment	Anticipated Outcomes	Milestones and steps to deliver it	Responsible Officer / Cabinet Member	Progress during Qtr 4 2014/15 & RAG status
Put a commitment to sustainable development at the heart of planning policies. (ref: 13.4)	Sustainable development is embedded in all planning policies.	Progress the Local Development Plan (LDP) for adoption 2016.	Head of Economic Regeneration & Planning Head of Poverty and Prevention  Cllr Clive Lloyd/Cllr Evans	<b>Green</b>  Introductory planning guidance around community gardens and growing spaces has been launched within Swansea with assistance from the Community Land Advisory Service

Policy Commitment	Anticipated Outcomes	Milestones and steps to deliver it	Responsible Officer/ Cabinet Member	Progress during Qtr 4 2014/15 & RAG status
Encourage the highest standards of 'low carbon' design and quality in all types of developments and investment. (ref: 13.4)	High quality, low carbon design in all types of development.	Guidance produced, consultation undertaken, and policy adopted. Championed and support the Low Carbon Swansea Project to encourage commitment to investment in low carbon developments. 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.	Chief Operating Officer (Internal construction projects) Head of Economic Regeneration & Planning Head of Highways & Transportation Cllr Mark Thomas	<b>Green</b>  CCS to take part in Green Infrastructure Investment programme with WG if approved. Awaiting further guidance from WG

Policy Commitment	Anticipated Outcomes	Milestones and steps to deliver it	Responsible Officer / Cabinet Member	Progress during Qtr 3 2014/15 & RAG status
Introduce a county-wide programme of eco-street light replacement, reducing the council's carbon footprint and saving energy costs. (ref: 13.4)	An eco-street light replacement programme. A reduction in the Council's carbon footprint	New 3 Year LED Lighting programme Currently in last year of programme - all on track for completion 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. Introduce a county-wide programme of eco-street light replacement,	Head of Highways and Transportation Cllr Mark Thomas	<b>Green</b>

		reducing the council's carbon footprint and saving energy costs.		
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Policy Commitment	Anticipated Outcomes	Milestones and steps to deliver it	Responsible Officer/ Cabinet Member	Progress during Qtr 3 2014/15 & RAG status
<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. (ref: 13.4)</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 commitment.</p>	<p>Head of Highways &amp; Transportation and others Cllr Mark Child</p>	<p><b>Green</b></p>
<p>Seek the imaginative and sustainable use of open spaces in the city centre. (ref: 13.5)</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 draft review of the City Centre Strategic Framework has been prepared and public realm, greening and urban design are key considerations. Events programme ongoing and delivered in partnership with City Centre Management and Swansea BID.</p>	<p>Head of Economic Regeneration &amp; Planning Head of Culture, Sport, Leisure and Tourism Cllr Mark Child</p>	<p><b>Green</b></p> <p>Waterfront City Programme nearing completion. Conference held. City Centre Framework Review prepared and consultation undertaken. "Green artery" concept identified.</p> <p>Continuing to build relations with BID between CCM and Cultural Services and</p>

				opportunities to drive footfall;
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Policy Commitment	Anticipated Outcomes	Milestones and steps to deliver it	Responsible Officer/ Cabinet Member	Progress during Qtr 4 2014/15 & RAG status
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. (ref: 13.5)	Increase opportunities through continued programme of Parks and Playground Improvements Increase local ownership, local pride, engagement and involvement through the establishment of Friends of Parks groups. Enhance selected parks through achievement of Green Flag status Protection of selected parks through Fields in Trust designation	The LDP seeks to balance the requirement to allocate land for development and afford protection of land for current and future generations. The LDP is targeted for adoption in December 2016	Head of Economic Regeneration & Planning Head of Culture, Sport, Leisure and Tourism Cllr Mark Child	<b>Green</b>  LDP to be submitted for independent examination in Dec 2015  Green Flag Status maintained and new proposals for the next iteration of Fields in Trust are under consideration.

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Policy Commitment	Anticipated Outcomes	Milestones and steps to deliver it	Responsible Officer/ Cabinet Member	Progress during Qtr 4 2014/15 & RAG status
Encourage the greater provision of allotments and garden sharing, particularly where publicly owned land is available and appropriate for such use. (ref: 13.6)	An increase in the number of allotments, garden sharing and publically owned land for growing	All allotment plots let on Council manage sites. Allotment rent review conducted and completed. Guidance to support Community Growing produced. Grow local budget spent. Support provided for Swansea	Head of Poverty & Prevention Cllr Will Evans	<b>Green</b>  £30K has been allocated for Grow Local projects resulting in 15 new growing sites across the City & County of Swansea.

		Community Growing Network to establish as a constituted group. <b>The community growing guide has been launched at the Federation of city farms European conference in Swansea in September 2014</b>		The constituted group has been achieved.  The guide has been launched Allotment rent review conducted – further work to do on rental and leases.
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Policy Commitment	Anticipated Outcomes	Milestones and steps to deliver it	Responsible Officer / Cabinet Member	Progress during Qtr 4 2014/15 & RAG status
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. <b>(ref: 13.7)</b>	Council programmes and buildings which make use of renewable energy, micro-generation and making building more energy efficient.	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. Implement a programme for installing SMART meters to the Councils domestic & non-domestic electricity supplies and promote AMR (SMART) metering for the Councils highest consuming gas supplies. Support the Welsh Purchasing Consortium to develop a renewable	Chief Operating Officer (Property Assets) Cllr Mark Thomas	<b>Green</b>  Total Carbon Emissions for 13/14 = 35,275 Tonnes (17% reduction on 09/10 base year measurement)  14/15 Carbon emission results to be published July 15  Performance results now periodically reported at P&FM for 7 Service areas within Place Directorate.  All 400 electricity meters exchanged to SMART with 100 Automatic gas meters installed within the Councils non-domestic buildings. 72 electricity meters (20%) exchanged to SMART within

		energy framework contract for the installation of Solar Photovoltaic arrays on the Councils domestic and non-domestic buildings.		the Housing Service. Regional framework for Solar PV being developed in partnership with the National Procurement Service with target "go live" date of late 2015. 45KW Solar PV system at Guildhall now registered for FIT with a 39KW Solar PV array at Burlais Primary to be registered Sept 15.
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Policy Commitment	Anticipated Outcomes	Milestones and steps to deliver it	Responsible Officer / Cabinet Member	Progress during Qtr 4 2014/15 & RAG status
Begin a programme of making council-run vehicles 'eco friendly'. (ref: 13.8)	An increase in the number of eco-friendly vehicles	9 electrical cars now in place within the Council's CB&PS and Highways departments and being .27 hybrid vehicles in place across the Council and currently being evaluated prior to further roll out Cross-sector electric vehicle working group being initiated by Swansea Low Carbon Group	COO/Head of Highways and Transportation Cllr Mark Thomas	<b>Green</b> Whilst much of the fleet renewal programme has been suspended pending savings implications, some new vehicles have been procured. Fleet utilisation project reduced vehicle number by @70 units in 12 months. Twenty Euro 6 engine HGV vehicles on order. Electric vehicles and supporting charge points planned for mid 2015 at 2 sites. Currently trialling driver behaviour system to reduce poor driving and excessive engine idling. Hybrid vehicle

				trail not successful and equipment returned to supplier.
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<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 4 2014/15 &amp; RAG status</b>
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. <b>(ref: 13.8)</b>	Greening the built environment and reducing demands.	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. . £2.27m of CESP funding has been accessed over the last 12 months for Energy Efficiency improvements to Council Housing. 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. Energy efficiency improvements to housing, warmer homes and potential for reduced fuel bills	Head of Housing & Public Protection lead Cllr Mark Child	<b>Green</b>  WG Arbed funding for 2014/15 provisionally awarded for energy efficiency improvements to housing in the Waun Wen (Castle 1) area.
Work with 'Keep Wales Tidy', local communities and others to tackle the blight of litter, making Swansea a 'Tidy City'. <b>(ref: 13.9)</b>	To reduce the amount of litter and dog fouling in the city	As part of a high profile publicity campaign, 60 additional dog waster bins have been installed, with enforcements partners to serve notices	Head of Highways and Transportation Cllr Mark Child	<b>Green</b>



## The Council's Vision for Swansea

Policy Commitment	Anticipated Outcome	Milestones and steps to deliver it	Responsible Officer / Cabinet Member	Progress during Qtr 4 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. Involve Members fully in this programme of work. e.g problem solving sessions	Director of Corporate Services Cllr Clive Lloyd	<b>Green</b> Scrutiny review is underway on progress made on this commitment and the Council's cultural change work
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 Cllr Clive Lloyd	<b>Blue</b>

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Policy Commitment	Anticipated Outcome	Milestones and steps to deliver it	Responsible Officer / Cabinet Member	Progress during Qtr 4 2014/15 & RAG status
Create a 'Team Swansea' approach – a commitment to work with others. (ref: 2.7)	Services and employees work together to share ideas, solve problems and reduce costs: there are no silos. Create a culture of innovation, collaboration and ambition.	A new Innovation Programme has been designed to deliver this aim. Need to consider how we engage Members Involve Members fully in this programme of work and how we develop our three new values, including "working together" to support improvements in this area Merge this commitment with the	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 4 2014/15 & RAG status
		<p>'can do attitude – also reflects Co-operative Council principles. Peer Review Action plan builds on this aim.</p>		

### Directors Overview – End of Year 2014/15 performance

The following narrative sets out an overview of performance by Directors and Heads of Service who are responsible leads for corporate priorities.

#### Safeguarding Vulnerable People

I am pleased that of the 21 KPI's set 6 met target and 8 improved. The team are particularly pleased that;

- all children had a care plan in place when first accommodated by the Local Authority.
- all children whose names were placed on the child protection register were allocated to a qualified worker.
- the target for allocations of looked after children to a qualified worker improved and was missed by a very small margin of .29%.
- the number of children looked after reduced meaning more children were looked after safely by their families.
- the percentage of eligible, relevant and former relevant children that have pathway plans in place as required exceeded target.
- the percentage of children in mainstream foster care who are placed with Foster Swansea exceeded target.

We know we need to improve in certain areas, particularly around;

- plans being in place for permanence at the second looked after child review.
- changes of school for looked after children, although this has improved.
- the percentage of statutory visits to looked after children, again improved.
- all aspects of child in need work – allocations to a qualified worker and reviews within timescales.
- the percentage of children looked after in a family placement, although this target was missed by one placement in the year - .1%.

There were two KPI's where targets were not met due to issues of data capture

- The percentage of referrals allocated to a social worker for initial assessment. This was due to the issues around the new operating model at the front door, which are resolved.
- The percentage of statutory visits to looked after children that took place in accordance with regulations, although this was still an improving target, again resolved.

Although seven targets were not met, 2014/15 was the best ever performance report achieved by Child and Family Services, resulting in confirmation by CSSIW of the success of Swansea's improvement journey. The targets we set were high, demonstrating a commitment to achieving excellence in service delivery to our most vulnerable children. Of the targets missed the figures illustrate the very small margin

in reduced performance, in a year when a number of ambitious projects were progressing in readiness for the requirements of the SS and Wellbeing (Wales) Act 2014. These projects, i.e. bedding in the SOS practice model, CIN work stream, permanence review and revision of the safe LAC reduction strategy will enable us to improve performance in the identified areas.

### **Improving Educational Attainment**

There are 15 indicators and part-indicators in the Corporate Plan (Appendix A). 12 are at best performance or improving and, where set, have met their target. The rigour of target setting was improved for 2014-15. National rankings, where available, are generally at or better than expected which, according to the level of disadvantage, and would be around 14/22. Where ranking was below expected, for example primary attendance, action plans are in place for improvement and there has been a good response to these.

The remaining three indicators were either not improving, or not on target, or both. National changes to the co-ordination of identification and support for potential NEETs, reduced funding and reduced provision led to a lot of upheaval and reduction in the number of young people with clear destinations. As a result, the number of NEETs rose and the target was missed. The “Keeping in Touch” partnership is working on new arrangements for more flexible provision to improve opportunities for potential NEETs.

Part-time provision for permanently excluded pupils also did not improve and missed its target because the amount of part-time provision in this local authority does not meet the definition of the PI (over 10 hours). Full-time provision is sought as swiftly as possible, to minimise the time spent with only part-time provision, and that PI improved and met its target. Not improving, but on target, was the number of pupils permanently excluded from secondary schools which rose slightly from a very low number in the previous two years, but was still at a very low level for an urban authority. This was despite the best efforts of the local authority to facilitate moves to alternative provision to prevent exclusion. In some cases, the ultimate sanction of permanent exclusion is required and the target had been set to accommodate this possibility.

### **A Vibrant and Viable City & Economy**

The planning performance indicators have missed target due to a number of important changes made within the service. These changes are actually designed to improve our performance and the recent dip is explained by the temporary disruptive nature of change. I am confident that these changes will demonstrate significant improvements over time.

The changes introduced are:

*A document management system and business process re-engineering*

*A staff restructure*

*Changes to Planning Committee arrangements*

## **Tackling Poverty**

Flying Start performance indicators are required performance reporting figures from Welsh Government, but Welsh Government do not set annual targets for performance. These figures relate to assessments of the whole population, and are not an indicator of the impact of our performance.

FSSOGa – Percentage of Flying Start children assessed as performing at or above the developmental norm for 2 year olds.

This has only dropped by 1.7% between 2013/14 and 2014/15, with over 100 more children being assessed, and more children reaching the target up from 178 to 225.

FSSOGb – Percentage of Flying Start children assessed as performing at or above the developmental norm for 3 year olds

This has dropped by 1.9% between 2013/14 and 2014/15, with over 130 more children being assessed, and more children reaching the target up from 187 to 258.

Over the past 12 months a considerable focus has been on the expansion of Phases 2 and 3 of the Flying Start Programme via the model of co-locating the services at Primary schools in the targeted areas. Six new settings were structurally completed during 2014/15 and three settings completed during 2014/15 became fully operational during the course of the year offering childcare, health visiting, parenting and early language development support.

The average development score for 2 and 3 year olds across the Programme has also remained fairly stable. Whilst this is not a measure which will be compared from year to year it is positive that there has been little change despite the difficulties encountered during 2014/15 to recruit sufficient staff (health visitors, early language development staff and childcare staff).

SIU01 – No. of staff /workers trained in welfare rights/Benefits advice appropriate to their role.

This is 188 above target resulting in a percentage increase of 26% from 2013/14 to 2014/15. This is primarily due to the Universal Credit seminars provided by the Tackling Poverty Unit to frontline and support staff across the Council.

EDFM1a - Percentage of pupils identified in the Pupil Level Annual School Census who take up free school lunch – primary schools

Results in January 2015 for primary schools - 2990 pupils had a free meal out of 3822 pupils who are eligible to claim FSM, resulting in a figure of 78.23% take up.

EDFM1b - Percentage of pupils identified in the Pupil Level Annual School Census who take up free school lunch – secondary schools

Results in January 2015 for secondary schools - 1766 pupils had a free school meal out of 2325 pupils who are eligible to claim FSM, resulting in a figure of 75.96% take up. This shows an increase in take up within secondary schools from 63% in 2013/14 to 76% in 2014/15 resulting in an improvement in take up of 13%.

## **Building Sustainable Communities**

Adult care needs to be seen within the context of a whole system approach as all targets are either interdependent or linked to the wider social care and health activities. 2014/15 saw a number of significant changes predominately the move towards greater integration with health via the creation of hubs, the Cheshire West High Court judgement relating to deprivation of liberty (DOLS) and the increased pressure on hospital admissions / discharges into the community. New arrangements for more robust monitoring of performance have now been put in place.

**Delayed transfer of care** – This continues to be a high priority for management. Significant pressures at the Hospital were exacerbated by the impact of major integration of services taking place at the same time, and significant service changes, such as the removal of social workers from the three hospital sites in 2014/15. This therefore created an even greater pressure on market capacity ie creating a back log of cases waiting for domiciliary services. There is no capacity currently in the market (either in-house or external) to absorb the volume of domiciliary care needed. The reablement service is in need of remodelling to better suit this environment and ensure it is effectively operating as a reablement service and not a long term option. Weekly teleconferences are taking place with Health partners to ensure the situation is managed effectively in the future. Domiciliary care is being reviewed as part of the Sustainable Swansea programme, and we intend that this will provide us with an improved position.

**Deprivation of Liberty Standards (DOLS)** - There is a statutory requirement – reinforced following Cheshire West legal judgement – to refer all DOLS cases annually. The referral rate has increased from 40 in 2013/14 to 28 fold to 1119 and rising. No additional resources have been provided; this has been managed within Adult Services, albeit with an end of year overspend. This has had a major impact on staff's ability to deliver on other targets, as resources have been redirected. New arrangements and a directive have been given to prioritise this safeguarding activity and address any backlog of casework. Additional monitoring fortnightly has also been put in place.

**Carers' assessments** - The lack of achievement on this indicator has largely been due to data capture issues. These have been addressed and more robust monitoring arrangements are now in place.

**Conclusion** - To address these there will be the continuing focus on promoting independence and the prevention agenda while at the same time a stronger management grip on performance by having named officers responsible for each of the targets and the holding of challenge sessions monthly.



# ***SUSTAINABLE SWANSEA – FIT FOR THE FUTURE***

## **DELIVERY PROGRAMME REVIEW**

### **1 PURPOSE**

This paper sets out the conclusions from the review of the Sustainable Swansea Delivery Programme.

It covers:

- **Background to the Review**... review objectives and how we did it
- **Sustainable Swansea Strategy**... conclusions and recommendations about the overall aims and shape of the programme and the 4 Workstreams
- **Delivery Strands Achievements**... a summary of what we have achieved so far for each of the 14 Delivery Strands
- **Future Delivery Strands**... proposals for the future Delivery Strands, including an estimate of savings across the next 3 years
- **Delivery and Resourcing**... an overview of delivery and a statement of resources allocated to the Programme, what these will achieve and how they will be deployed, including the development of Service Delivery Plans
- **Governance**... changes to the governance arrangements for *Sustainable Swansea*
- **Communications**... proposals for future internal and external communication and engagement on the programme
- **Risks and Issues**... statement of the top risks and issues and how these will be managed and addressed

### **APPENDICES**

Appendix A – Change Plan (Extract)  
Appendix B – Efficiency Workstream Assessment  
Appendix C – New Models of Delivery Workstream Assessment  
Appendix D – Prevention Workstream Assessment  
Appendix E – Stopping Services Workstream Assessment  
Appendix F – Resourcing Statement  
Appendix G – *Sustainable Swansea* Governance Structure  
Appendix H – *Sustainable Swansea* Revised Programme



## 2 BACKGROUND

*This section sets out why the review was required, the issues addressed as agreed by the Executive Board and the review process.*

### 2.1 Why a Review is Required

The *Sustainable Swansea* Delivery Programme was agreed by Cabinet on 29 July 2014 following a major review of the Workstreams and the projects to be included, with extensive engagement of managers and staff.

The overall aims and objectives of *Sustainable Swansea* are unlikely to change in the medium term, **but** they do need to be evaluated and reviewed in the light of new information and the changing internal and external environment.

The Delivery Programme also needs to be updated regularly and the Executive Board agreed in February 2015 that a review was required because of:

- *the increased scale of the savings that we need to make*
- *the lack of time we have to achieve this*
- *the evident lack of traction and ownership in some areas*
- *the risk that agreed projects will be changed or deferred, without appropriate governance*
- *new knowledge / information as the programme progresses*

### 2.2 Issues Addressed in the Review

The review has addressed two key issues:

- **Savings**... the allocation of the additional savings across the Programme to meet the three year £80m target in the Medium Term Financial Plan (MTFP)
- **Delivery**... what we have achieved so far and the future shape of the programme and the 4 Workstreams

For completeness, the review has also addressed the following:

- **Resourcing**... the internal and external resources required to deliver the Programme, what these will achieve and how they will be deployed
- **Governance**... any changes required to the governance arrangements for *Sustainable Swansea*
- **Communications**... proposals for future internal and external communication and engagement on the programme
- **Risks and Issues**... assessment of the top risks and issues and how these will be managed and addressed

## 2.3 Savings

The fundamental issue to be addressed is the allocation of the additional savings to meet the three year £80m target. The MTFP approved by Council in February 2015 includes the following two tables, showing the savings by Directorate (total):

Service	Current Budget £m	Percentage Reduction/Increase over 3 Years	Amount Realised £m
Schools & Education	159.5	-15	-23.9
Social Care – Child & Families	39.1	-15	-5.9
Social Care- Adults	65.6	-20	-13.1
Poverty & Prevention*	3.5	+5	+0.2
Place	54.0	-50	-26.5
Corporate Services	25.1	-50	-12.5
Total	346.8m		-81.7m

And by Workstream, taking into account approximately £20m of future Directorate specific savings:

<b><u>Indicative potential* Workstream targets</u></b>					
		2016/17	2017/18	2018/19	
<b><u>Workstream</u></b>		<b><u>£'000</u></b>	<b><u>£'000</u></b>	<b><u>£'000</u></b>	
<b>Efficiency</b>		5	10	15	
<b>New Models of Delivery</b>		10	20	30	
<b>Prevention</b>		2	6	8	
<b>Stopping services</b>		3	6	9	
		<b>20</b>	<b>42</b>	<b>62</b>	

***\* This is a strategic assessment to support medium term planning and to provide the basis of more detailed work***

The review proposes the allocation of the strategic level Workstreams savings to specific Delivery Strands and Projects on the basis of a **TARGET TO AIM FOR.**

## 2.4 Delivery

The review has addressed what the Programme has achieved so far and the issues to address for future delivery, as set out in the table below:

ISSUES	QUESTIONS TO ADDRESS
Workstreams/ Strands	Are any changes needed to the existing Workstreams/Strands eg: should any strands be dropped, moved into business as usual, or aligned differently?
Integration with other change	Have we fully integrated other major elements of work that are still perceived to be (or may actually be) separate to Sustainable Swansea?
Gaps	Are there any obvious gaps in the Programme eg learning from what others are doing?
Achievements	What has been achieved by each of the 14 Delivery Strands so far ie: what savings or other benefits have been delivered?
Projects	Do we have the right projects that will deliver the required transformational change and savings in the time available?
Programme Management	Have we got sufficient assurance that we have the right programme management arrangements in place ie: robust and credible delivery plans, the necessary resources, timely monitoring and appropriate governance?
Commitment to Deliver	Perhaps most importantly, are we confident about organisational commitment, whole council working and barriers to delivery?

## 2.5 Review Process

The following process was adopted for the review of the Delivery Programme:



### 3 Sustainable Swansea Strategy

*This section sets out conclusions and recommendations about the overall aims and shape of the programme and the 4 Workstreams*

#### 3.1 Strategic Aims

*Sustainable Swansea* is our long term plan for change. As well as looking at priorities for the short and medium term, this programme is intended to set the longer term context for change, which will be further developed as a strategic and whole Council sustainable plan spanning the next 25 years (target 2040). The Programme is also a key enabler for us to deliver our Corporate Plan Priorities – this is reflected in the Executive Board’s corporate scorecard.

The strategic aims of *Sustainable Swansea* are:

- *The core future purpose of the Council*
- *The transformation of services and the model of delivery*
- *Greater collaboration with other councils, local organisations, community groups and residents*
- *And, above all, sustainable solutions with prevention at its heart*

The conclusion of the Review is that **the strategic aims should remain unchanged** (together with the Strategic Framework, Budget Principles etc). This is evidenced by:

- The conclusions from the WLGA Peer Review and the WAO Corporate Assessment
- Feedback from external observers such as APSE, IESE, Gartner and PWC
- Evidence from recent reviews of how local authorities are tackling austerity and wider change eg: WAO Report “The Financial Resilience of Councils in Wales”, NLGN “The Council and the Common: Local Government in 2020” and Deloitte “The State of the State 2014-15”

The challenge is delivery.

#### 3.2 Sustainable Swansea Workstreams

The Review has considered whether any changes are needed to the existing Workstreams/Strands eg: should any strands be dropped, moved into business as usual, or aligned differently? Also, whether there any obvious gaps in the Programme.

The position in relation to the Delivery Strands, where some changes are proposed, is set out in Section 5.

The **current** 4 Workstreams and 14 Delivery Strands are shown below:

<b>Sustainable Swansea - Workstreams and Delivery Strands</b>		
<b>Workstream</b>	<b>Workstream Aim</b>	<b>Delivery Strands</b>
<b>Efficiency</b> (1/3 years)	<i>Demonstrating we are as efficient as we can be before services are cut</i>	<ul style="list-style-type: none"> <li>• Continuous Improvement</li> <li>• Workforce</li> <li>• Support Services</li> <li>• Assets</li> <li>• Third Party spend</li> <li>• Income &amp; Charging</li> </ul>
<b>New Models of Delivery</b> (2/5 years)	<i>Moving to other models of delivery which can provide better outcomes and/or cheaper costs</i>	<ul style="list-style-type: none"> <li>• Customer contact</li> <li>• Commissioning services</li> <li>• Collaboration</li> <li>• Community action</li> </ul>
<b>Prevention</b> (3/10+ years)	<i>Investing in early intervention and demand management to reduce costs and achieve better outcomes</i>	<ul style="list-style-type: none"> <li>• Demand management</li> <li>• Early intervention</li> </ul>
<b>Stopping Services</b> (1/3 years)	<i>Stopping services that are not our core purpose, or don't deliver worthwhile outcomes</i>	<ul style="list-style-type: none"> <li>• Council priorities</li> <li>• Future Council</li> </ul>

In relation to the 4 Workstreams, **no changes are proposed** for the following reasons:

- As evidence by external views and research, the workstreams encapsulate what needs to be done
- We have spent some time engaging with employees, Members, residents and others about the approach and to change now would be counter productive
- The work in these areas is not yet finished

In addition, no obvious gaps have been identified (although some changes to the Strands are proposed, for example, to strengthen the focus on commercialism, see below).

That said, it is considered that we need to focus a significant amount of our time and resources on a smaller number of key areas (see section 5 below).

### 3.3 Integration with Other Change

One of the questions for the Review was: “*have we fully integrated other major elements of work that are still perceived to be (or may actually be) separate to Sustainable Swansea?*”

The conclusion is that, whilst we have mapped Directorate based initiatives and projects on to the four workstreams, we have not yet fully integrated some major change plans. Specifically:

- **Transforming Adult Social Care (TASS):** work was undertaken to illustrate how the TASS pillars relate to the Workstreams (which they do), but TASS remains a separate programme and is under review itself
- **Looked After Children (LAC) Strategy:** LAC projects are included in the Prevention Workstream, but the LAC aims need to be built into the Programme more explicitly with Children and Families work
- **Schools/Education:** building on the work to define “Sustainable Schools –fit for the future”, the recent debate around the future of schools and the strategy group set up with Heads and Governors needs to align with the Programme

The challenge is to strike a balance between making strategic connections between *Sustainable Swansea* and major service change – particularly to capture the savings – and not seeking to manage all change via the Programme.

It is proposed that these major change initiatives are described as part of the Prevention Workstream Delivery Strands – albeit that elements of the change will also be delivered through Efficiency and New Models of Delivery.

We also need to ensure that we align *Sustainable Swansea* with:

- The Change Plan “*Working Together, Working Differently*”, (see Appendix A), particularly how we communicate the relationship between the two; each Service Area to develop local actions alongside the overall change narrative
- The ICT change agenda, which is both an enabler for other Strands and an important programme in its own right (see section 5)

Executive Board may wish to confirm whether there are any other major changes that need to be better reflected within the Programme.

### 3.4 Summary

The conclusions and recommendations about the overall aims and shape of the programme and the 4 Workstreams are as follows:

- *The strategic aims should remain unchanged*
- *No changes are proposed to the 4 Workstreams*
- *Further work is undertaken to embed TASS, LAC and the Schools strategy as part of the Prevention Workstream Delivery Strands*
- *Each Head of Service should produce local actions to support the Change Plan “Working Together, Working Differently”*

## 4 Delivery Strands Achievements

*This section provides a summary of what we have achieved so far for each of the 14 Delivery Strands*

### 4.1 Context

As part of the Review, Workstream Sponsors, Strand Leads and Programme Managers have assessed what has been achieved so far. The framework for this being:

- *The Delivery Programme approved by Cabinet on 29 July 2014*
- *Achievements against each project within this*
- *Achievements being tangible ie: financial and/or other defined benefits*
- *For areas of non-delivery, what have been the barriers and what is the remedial action*
- *Recommendations for the future (which leads into section 5)*

### 4.2 Overall Assessment

Before looking at each Delivery Strand, it is worthwhile reflecting on what has been achieved, and the issues to address, across the Programme as a whole.

The initial focus of the *Sustainable Swansea* programme has been on:

- **Vision and Narrative**... describing what we are aiming to achieve and developing a narrative for this
- **Engagement**... communicating the vision and narrative and seeking views (residents, Members and employees) about this
- **Shaping the Programme**... getting ideas about the projects that we need to deliver within each Workstream and Strand and scoping these out
- **Resourcing the Programme**... understanding what we need to do to deliver the agreed projects and putting in place sponsor, leads and project management
- **Governance**... agreeing the processes and forums for overseeing delivery and resolving issues
- **Early Wins**... getting work going across the Strands to mobilise cross-Council working, establish confidence that we can achieve change and savings and build capacity for the challenges ahead

The Programme has already delivered, with specific service savings, around £16m in 2014/15, with an additional £17m planned for 2015/16. And some things have gone well:

<b>What has worked well</b>	
Engagement	<ul style="list-style-type: none"> <li>• Positively received by residents and employees</li> <li>• More open than previously about the challenge we face</li> <li>• Participation Cymru training delivered</li> </ul>
Strategic View	<ul style="list-style-type: none"> <li>• A platform for a much wider debate about the future</li> <li>• Links made to the Future of the Council</li> </ul>
Programme Shape	<ul style="list-style-type: none"> <li>• It captures the right things</li> <li>• It has coherence and logic</li> <li>• Other big projects are being aligned</li> </ul>
Savings	<ul style="list-style-type: none"> <li>• Around £16m in 2014/15</li> <li>• Efficiency savings are easier to make – but only gets us so far</li> </ul>
Redundancies	<ul style="list-style-type: none"> <li>• Avoided compulsory redundancies in first round of cuts</li> <li>• But it hasn't helped the message</li> </ul>
Funding for Change	<ul style="list-style-type: none"> <li>• Transformation Fund: backfill, training provided</li> <li>• Community Development Fund: pump priming community action</li> <li>• Prevention Budget: innovative ideas/projects</li> </ul>

But there are some challenges and risks that we now need to address:

<b>Challenges and Risks</b>	
Culture	<ul style="list-style-type: none"> <li>• Silo target culture</li> <li>• Patches of “non-corporate behaviour”</li> <li>• Lack of personal responsibility in some areas</li> <li>• Coping with change and balancing business as usual with innovation</li> </ul>
Ownership	<ul style="list-style-type: none"> <li>• “It will go away”</li> <li>• “Someone else will fix it”</li> <li>• “Busy doing the day job”</li> </ul>
Decisions	<ul style="list-style-type: none"> <li>• Still not clear what is <b>not</b> a priority</li> <li>• Pace... we don't have time to debate this</li> <li>• Managing “opposition”... we are still winning hearts &amp; minds</li> </ul>
Resources	<ul style="list-style-type: none"> <li>• Resources... releasing people from the day job is still a challenge</li> </ul>



	<ul style="list-style-type: none"> <li>• Skills/knowledge... there are gaps, which we are now addressing</li> <li>• Analysis... modelling, data, and evidence is a gap we must address</li> </ul>
Delivery	<ul style="list-style-type: none"> <li>• Managing inter-dependencies and the risk of “double counting”</li> <li>• Programming... we can’t do everything at once</li> <li>• Benefits, outcomes and whole system change, not projects</li> <li>• Reporting... still too vague, needs to be sharp, direct and benefits driven</li> <li>• Balancing quicker efficiencies with preparing the ground for prevention</li> </ul>

These are picked up further in Section 9 and will be addressed, in part, by the Change Plan “*Working Together, Working Differently*”.

### 4.3 Efficiency Workstream

The assessment for each Delivery Strand in the Efficiency Workstream is summarised in **Appendix B** (there is also a detailed template for each Strand which underpins this summary).

The **executive summary** of this assessment is as follows:

<b>Strand</b>	<b>Assessment – Achievements in 2014/15</b>
Continuous Improvement	<ul style="list-style-type: none"> <li>• Vanguard Training delivered; needs to be sustainable</li> <li>• 5 projects initiated, but only 3 on track</li> <li>• Strand yet to prove benefits from culture change and savings from elimination of waste</li> <li>• Continue</li> </ul>
Workforce	<ul style="list-style-type: none"> <li>• £4.8m savings delivered from management and other workforce reductions; still more to do</li> <li>• Less progress on “Workforce Fit for the Future”</li> <li>• Reducing the Pay Bill proposals deferred by Cabinet</li> <li>• Continue: some existing projects to be BAU</li> </ul>
Support Services	<ul style="list-style-type: none"> <li>• New model for business support agreed; some savings delivered so far; focus on delivery to be maintained</li> <li>• Slow progress on other areas of corporate support services</li> <li>• ICT related changes need a new focus</li> <li>• Merge with Workforce: some projects BAU</li> </ul>
Assets	<ul style="list-style-type: none"> <li>• Accommodation Plan on track; savings of £295k delivered</li> <li>• Continue: merge some projects</li> </ul>

Income, Trading and Charging	<ul style="list-style-type: none"> <li>• Charging: slow progress but additional income of £1.1m agreed for 2015/16; more in the pipeline</li> <li>• Trading: little progress (projects agreed for 2015/16)</li> <li>• Income: £205k income from Sponsorship &amp; Advertising; more in the pipeline</li> <li>• Continue: new commercialism focus</li> </ul>
Third Party Spend	<ul style="list-style-type: none"> <li>• Mixed progress with Category Hubs and ownership of savings plans</li> <li>• Savings of £1.1m in 2014/15, but only take from budgets from 2015/16</li> <li>• Continue: new commercialism focus</li> </ul>

*Overall for the Efficiency Workstream:*

- Delivery of savings where this was mandated or ownership was secured
- Some resistance to putting forward proposals, also some double counting issues
- Overall Efficiency still has a significant part to play in the medium term
- Key areas for focus:
  - Management delayering
  - Reducing the Pay bill
  - Workforce planning and development
  - Commercialism

#### 4.4 New Models of Delivery Workstream

The assessment for each Delivery Strand in the New Models of Delivery Workstream is summarised in **Appendix C** (there is also a detailed template for each Strand).

<b>Strand</b>	<b>Assessment – Achievements in 2014/15</b>
Customer Contact	<ul style="list-style-type: none"> <li>• New model/scope and process of review produced for consultation with Heads of Service</li> <li>• Baseline data &amp; 'as is' picture of service provision across high demand areas captured</li> <li>• Review of failure demand in areas of high telephony demand</li> <li>• New website launched</li> <li>• New online form system implemented</li> <li>• All existing online forms replaced &amp; new services/forms introduced</li> <li>• Civica health check completed &amp; upgrade/training on e-returns being rolled out</li> <li>• Contact Centre configuration &amp; service review completed.</li> <li>• Implementation of 'queue busting', floor walkers &amp; e-zone in Contact Centre</li> <li>• Automated call handling service implemented in Council Tax &amp; Housing Benefits resulting in</li> </ul>

	reduction of abandoned calls
Commissioning	<ul style="list-style-type: none"> <li>• Commissioning Principles and Process developed and rolled out across Year 1 Reviews.</li> <li>• 5 out of the 7 Reviews have commenced and progressing to the Commissioning principles and process timelines.</li> <li>• 4 reviews achieved approval at the Stage 2 Gateway on the 19th May 15.</li> <li>• Business Support will be presenting to the next Gateway on the 16th June 15.</li> <li>• All Gateway review panels (Stage 2 and Stage 4) scheduled for 2015 (Tentative).</li> <li>• Waste Management Review on target to start in June 15, introductory workshop set up for the 27/05/15. Outcomes and Vision workshop is arranged for the 8th July 15.</li> </ul>
Collaboration	<ul style="list-style-type: none"> <li>• A Collaboration toolkit has been developed and needs to be rolled out across the Council</li> <li>• Collaboration is to be closed as a discreet strand but must maintain visibility as a way of working.</li> </ul>
Community Action	<ul style="list-style-type: none"> <li>• Agreement by Cabinet to lease Underhill park to Mumbles Community Association.</li> <li>• Lease of Bowls Greens to Clubs/Community Councils</li> <li>• Consultation has taken place with a range of clubs and organisations for self-management/leasing of playing fields/pitches to sports clubs</li> <li>• Set up a Friends of Parks Forum, consisting of around 30 groups with whom we are consulting on the transfer of management and facilities</li> <li>• Consultation completed on the revision of terms of existing licences with Community Centres and senior citizen pavilions to devolve building responsibility to community groups/committees</li> </ul>

*Overall for the New Models of Delivery Workstream:*

- The first 4 commissioning reviews were given approval to proceed to Stage 3 and 4 of the Commissioning process on 19<sup>th</sup> May
- Clarity and decision on the Councils 'Gateway Criteria' for the Option Appraisal stage, confirm at Executive Board and Corporate Briefing
- A Collaboration toolkit has been developed and needs to be rolled out across the Council
- An APSE report has been commissioned regarding the review of depots/facilities which will inform the future review of Fleet management and the Transport function
- A briefing on Community Action – definition; models; cost benefits has been developed and existing savings are being reviewed

- A process for identifying; assessing; decision and delivery has been produced (including the opportunity to catch fall out from Commissioning Strand)
- Strand Lead to follow up with all HoS on identifying targets and new opportunities for Community Action
- Collaboration is to be closed as a discreet strand but must maintain visibility as a way of working.
- A Sustainable Swansea 3 year (whole Council ) Strategy and delivery plan for Community action needs to be developed by Sept 2015
- Customer Contact: Dependent on approval of model of delivery by Heads of Service scope then to be presented to Executive Board for agreement (June)
- Customer Contact Services manager to be in post August 15
- There is an ongoing risk that Customer contact savings identified could also be captured by other service areas until the transfer of staff is completed
- Key areas for Focus
  - Appoint Customer Services manager by August.
  - Customer Contact: Consolidate customer services into a single managed function
  - Complete the first round of Commissioning reviews within the agreed timescales.
  - Review and agree Phase2 and Phase 3 reviews and consider opportunities for bringing forward specific reviews particularly where there may be key interdependencies
  - Commence forward planning for the second round of Commissioning reviews using Phase 1 review leads as mentors.

#### 4.5 Prevention Workstream

The assessment for each Delivery Strand in the Prevention Workstream is summarised in **Appendix D** (there is also a detailed template for each Strand).

<b>Strand</b>	<b>Assessment – Achievements in 2014/15</b>
Early Intervention	<ul style="list-style-type: none"> <li>• Prevention Budget - 10 projects have been initiated and are on track. Each project has delivery plans in place with clear outcomes to evaluate success measures.</li> <li>• Closer working between departments and teams to create efficiencies in services and resource – Education, Poverty &amp; Prevention, Child and Family, and Adult Social Services.</li> <li>• A set of key principles has been achieved that any approach to provision of services in the future need to adhere to.</li> <li>• There is an outline of a pilot/proof of concept approach to test the partnerships, communication, processes, customers, performance and information within one area of the City &amp; County of Swansea to inform the remodelling of support to vulnerable children, young people and their families.</li> </ul>

	<ul style="list-style-type: none"> <li>• There is a shared understanding of the key themes and intentions of this work e.g. Independent living for older people, safe LAC reduction, reducing young people who are NEET and at risk of being NEET, and supporting people at the right time, in the right way, at the earliest possible opportunity.</li> </ul>
Demand Management	<ul style="list-style-type: none"> <li>• Delivery plans in place across all 6 projects, incorporating measurement / KPIs and linking to financial outputs</li> <li>• Produced and published the Demand Management Knowledge Hub, Toolkit and Yammer discussion group</li> <li>• Developed a training and awareness session on demand management</li> <li>• Set-up (and continuing) a positive engagement with the Innovation Community. 'Food for Thought Sessions' scheduled</li> <li>• Demand Management has been incorporated into Service Business Planning under Customer in the Balanced Scorecard</li> <li>• Resource has been identified to capture demand across the organisation</li> <li>• Supported initial priority areas to deliver savings from (existing and new) Demand Management initiatives: Child &amp; Family, Adult Social Care, and Waste &amp; Recycling. Further areas to be identified</li> <li>• Waste and Recycling service has identified £100,000 (plus delivery costs) savings which will be realised over 12 months (this financial year)</li> <li>• Communications and marketing campaigns are in flight across the organisation for a number of demand management projects</li> <li>• Extensive external research and benchmarking undertaken, especially with those (few) organisations that have taken a corporate 'whole system' approach</li> <li>• External consultants, IESE, acting as critical friend alongside the Strand.</li> </ul>

*Overall for the Prevention Workstream:*

- A specialist consultant from IESE is working with us on financial modelling to assess the savings/cost avoidance potential. This cost-benefit analysis will enable us to provide an indication of the social return on investment and potential savings as a result of the projects under the prevention work stream.

- Following agreement, work will commence on integrating the major change plans under this work stream e.g. TASS/Education/Well-being and supporting vulnerable children & families.
- An external company have been contracted to undertake an assessment of the Prevention Budget projects. They are currently analysing data to demonstrate success and will make recommendations where there are gaps to enable future measurements.
- Demand Management has a significant and cross-cutting part to play in the medium/long term. Understanding our organisation's demand will help to identify areas where demand can be shaped to reduce additional costs/achieve financial savings.
- Six Projects have been initiated and are on track, which cover all aspects of demand management from understanding and analysing our demand, delivering informed interventions, to educating staff and the public, changing the Council's culture, and leading a whole system change with our partners
- Pace had slowed as the Strand required resources to gather demand data from across the organisation, and encourage, manage and monitor the impact of social change across communities and the Council. Resources have been identified and allocated to increase pace in this area
- Demand management supports the Council's Change Plan through:
  - Training and awareness sessions
  - Take-up of the online Knowledge Hub
  - Embedding of behaviours through business planning and KPIs
  - Ownership at all levels, i.e. staff, Councillor, and partner awareness of the principles and benefits of demand management.

#### 4.6 Stopping Services Workstream

The assessment for each Delivery Strand in the Stopping Services Workstream is summarised in **Appendix E** (there is also a detailed template for each Strand).

The executive summary of this assessment is as follows:

<b>Strand</b>	<b>Assessment – Achievements in 2014/15</b>
Council Priorities	<ul style="list-style-type: none"> <li>• Revised Corporate Plan approved</li> <li>• Continue: define a new relationship with residents</li> </ul>
Future Council	<ul style="list-style-type: none"> <li>• Employee engagement on “look and feel” of the Council has started, but is too patchy</li> <li>• Continue: define a new operating model</li> </ul>

*Overall for the Stopping Services Workstream:*

- Some savings have been achieved as part of “stopping services” focus, but more work is needed on lower priority services
- Major challenges to engage employees about the Future Council
- Overall, Stopping Services sends out an honest message and still has a significant part to play in the medium term
- Key areas for focus:
  - New relationship with residents

- Employee engagement
- New operating model

#### 4.7 Summary

The overall picture described above is where we might expect to be, given the maturity of the Programme and the transition from a “siloes” based approach to budget cuts to a strategic and cross Council approach. We have achieved a great deal but there are significant challenges ahead that we need to address

It is now vital that:

- *we learn the lessons from what has worked and has not worked well so far*
- *we address the barriers to delivery, honestly and directly*
- *we build a future programme that we all have ownership and confidence in*

The conclusion of the review is that, whilst we should retain the 4 Workstreams as stated in Section 3, we need to focus a significant amount of our time and resources on a small number of key areas that are vital to securing long term change and savings. These are as follows:

- *Commercialism*
- *Commissioning*
- *Prevention*

A number of changes are proposed to the existing Delivery Strands as follows:

<b>Workstream</b>	<b>Change Proposed to Delivery Strands</b>
Efficiency	<ul style="list-style-type: none"> <li>• Remaining Support Services projects combined with Workforce</li> <li>• New strand on Commercialism, incorporating third party spend, income, charging and trading</li> <li>• New Strand on Modernising ICT</li> </ul>
New Models of Delivery	<ul style="list-style-type: none"> <li>• Collaboration ceases as a strand, but needs to be seen as a way of delivering outcomes via commissioning reviews</li> </ul>
Prevention	<ul style="list-style-type: none"> <li>• Early intervention replaced with 4 specific “client based” strands</li> </ul>
Stopping Services	<ul style="list-style-type: none"> <li>• No change</li> </ul>

The revised *Sustainable Swansea* Programme is illustrated in **Appendix H**.

## 5 Future Delivery Strands

*This section sets out proposals for the future Delivery Strands, including estimate of savings across the next 3 years*

### 5.1 Context

Following on from the Delivery Strand assessment, Workstream Sponsors, Strand Leads and Programme Managers have made proposals for the future shape of the Workstream, including savings. The framework for this being:

- *The MTFP approved by Council on 21 February 2015, which sets out the strategic savings requirement by Directorate and Workstream (see Section 2)*
- *The existing workstream commitment to deliver £3m in the 2015/16 budget through Third Party Spend (£1.75m) and assets (£1.25m)*
- *The lessons from the assessment of delivery so far ie: do we still have an opportunity, what more can we deliver, what are the alternatives*
- *Resources to deliver (which leads into section 6)*

### 5.2 Overall Assessment

The review has not produced, in all areas, a clear set of proposals for the level of savings that could be achieved at this stage. The reasons for this vary between the Workstreams, but the overall narrative can be summarised as follows:

- *Lack of clarity at this stage about the “plan” that is needed to deliver savings (eg: customer contact)*
- *Lack of ownership of projects linked to savings (eg: third party spend)*
- *Reluctance to commit to a target, in case it can't be delivered in full (eg income from charging)*
- *Need to undertake fundamental reviews first (eg: commissioning)*
- *Need for specialist financial modelling to assess the savings/cost avoidance potential (eg: early intervention)*

Whilst all of these are valid considerations, we must now get to the point where we can address them and move on. Some external support will help us to assess the size of an opportunity and provide some assurance based on evidence from elsewhere, **but savings targets need to be set to meet the MTFP gap.**

#### Notes on Setting Targets:

1. The estimated savings targets across Delivery strands are a **TARGET TO AIM FOR.**
2. We need to undertake further work on all Workstreams to scope and define new and additional savings targets for 2018/19
3. In the tables that follow, **cumulative totals** mean cumulative base budget totals; eg: entries of £100k, £200k, £300k, £400k mean a £100k year one base budget saving, a further £100k in year two, making a total £200k base budget saving, a further £100k in year 3, making a £300k base budget saving and a further £100k in year 4, making a £400k base budget total. So the total saved over the whole 4 year period is £1m and the ongoing base budget saving is £400k per annum by year 4.
4. Delivery milestones need to be added from project plans once approved.



### 5.3 Efficiency Workstream – Future Delivery Proposals

Based on the delivery assessment set out in Appendix B, the proposed shape of the Efficiency Workstream, its Delivery Strands and main projects is as follows:

<b>Efficiency Workstream – Proposed Delivery Programme</b> <i>Sponsor – Dean Taylor</i>						
<b>Strand</b>	<b>Project/Outcomes</b>	<b>Lead</b>	<b>Target Savings £000 (Cumulative Totals)</b>			
			<b>15/16</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>
<b>Continuous Improvement</b>	<b>Lean Systems Thinking</b> Increase and sustain CCS capability	Khan Prince/Ann Smith	-	-	-	-
	<b>Lean Systems Projects</b> Service improvements and savings across Directorates (HR, Waste, Customer Services.....)	Khan Prince/Ann Smith/ Project Leads	100	200	300	400
	<b>Review of Internal Charging</b> Simplification and standardisation of current charging arrangements	Ben Smith	-	-	-	-
<b>Workforce</b>	<b>Sustainable Workforce</b> Right people, right skills, right time Engaged, motivated and developed employees New Reward Policy	Steve Rees	-	-	-	-
	<b>Reducing Management</b> No more than 4/5 management layers Empowering frontline staff	Steve Rees	1,000 (part year)	3,000	4,000	5,000
	<b>Reducing the Paybill</b> Further changes to terms and conditions, working practices, flexible working	Steve Rees	-	1,000	2,000	3,000
	<b>Smarter Training</b> Re commissioning current training and development across the Council	Khan Prince	200	200	200	200
	<b>Modernising Business Support</b> Delivery of agreed business support savings One Council approach to	Steve Rees Directorate leads (40 posts x £25k year one)	1,000	2,000	3,000	3,000

	all corporate/business support functions (NB: links with business support Commissioning Review)		20% of current spend	20% of current spend	20% of current spend	
<b>Modernising ICT</b>	<b>Information Management</b> Optimised document management Reduced paper, FOI and storage costs Increased security	Sarah Caulkin	-	50	100	100
	<b>Everyone's IT</b> New in house model Rationalised and integrated ICT across the Council Reduced hardware, software and staffing costs Increase in mobile working and digitally enabled employee transactions	Sarah Caulkin	250	500	1,500	1,500
	<b>Employee Self Service</b> Extension of HR, Finance, Procurement self service Elimination of paper based processes Better desktop management information Staff savings (NB: links with business support Commissioning Review)		Enabler of other efficiency savings, not directly cash releasing in itself			
<b>Assets</b>	<b>Accommodation Strategy</b> Reduction in Council owned and occupied assets Increase in agile working	Geoff Bacon	300	800	1,800	1,800
	<b>Community Asset Plans</b> Rationalisation of local area assets Efficiencies from corporate landlord approach Increase in Community Asset Transfers (*Note links with the Community Action strand)	Geoff Bacon	500	750	750	750
	<b>Depot Restructure</b>	Martin	100-	100-	100-	100-

	Reduction in depots from 5 to 3 Savings in premises and stores costs	Nicholls	500	500	500	500
<b>Commercial-ism</b>	<b>Charging</b> Increased income from charging for Council services	Gemma Lelliott	1,000	2,500	4,000	5,500
	<b>Sponsorship &amp; Promotion</b> Increased income from external sources for Council events and advertising etc	Karen Betts	150	300	450	600
	<b>Trading</b> Increased income from selling Council services and assets	Head of Commercial Services	-	To be assessed in 2015/16	To be assessed in 2015/16	To be assessed in 2015/16
	<b>Third Party Spend</b> Savings from reducing spend, better procurement and contract management	Head of Commercial Services	2,000	4,000	6,000	8,000
<b>Sub-total</b>			<b>7,000</b>	<b>15,800</b>	<b>24,600</b>	<b>30,350</b>
<b>Less</b>	Assets	In budget	(1,250)	(1,250)	(1,250)	(1,250)
	3 <sup>rd</sup> party	In budget	(1,750)	(1,750)	(1,750)	(1,750)
<b>Total</b>			<b>4,000</b>	<b>12,800</b>	<b>21,600</b>	<b>27,350</b>

## 5.4 New Models of Delivery Workstream – Future Delivery Proposals

Based on the delivery assessment set out in Appendix B, the proposed shape of the New Models of Delivery Workstream, its Delivery Strands and main projects is as follows:

<b>New Models of Delivery – Delivery Programme</b>						
<b>Sponsor – Phil Roberts</b>						
<b>Strand</b>	<b>Project/Outcomes</b>	<b>Lead</b>	<b>Target Savings £000 (Cumulative Totals)</b>			
			<b>15/16</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>
<b>Customer Contact</b> <i>(NB: assumptions underlying assessment provided)</i>	Expansion of online services via external website and StaffNet	Liz Shellard	10	20	30	TBA
	Review of cashier face to face services & implementation of cash machines	Jeff Dong	0	50+ (based on loss of up to 2 FTE's)	50+ Ongoing potential savings from reduced staff costs	50+
	Telephony functions consolidated into a single service	Lee Wenham	0	100k (based on 10% cut in FTE @ 25K costs only)	200k (based on 20% cut in FTEs)	TBA
	Switchboard review	Lee Wenham	0	75	75	75
<b>Commissioning</b>	Libraries	Tracey McNulty	0	1,000	3,000	5,000
	Culture & Leisure	Tracey McNulty				
	Waste Management	Chris Howell	0	500	1,000	1,500
	Residential and Outdoor Centres	Sarah Crawley	0	0	154	154
	Business Support	Dean Taylor	0	1,750	2,750	3,750
	Non – schools Catering and Cleaning	Martin Nicholls	0	250	250	500
	Domiciliary Care	Bozena Allen	0	500	1,000	1,200
	Day Care (Temp Deferred)		0	0	0	0
	Residential Care (Temp Deferred)		0	0	0	0
	<b>Sub Total YR 1 Reviews target savings to be</b>			<b>0</b>	<b>4,000</b>	<b>8,154</b>

	<b>verified</b>			5,000	10,000	15,000
	<b>Yr 2 and Yr 3 (indicative)</b>					
	Year 2 & 3 Reviews ( <i>Scope To be agreed Aug 15) target savings to be verified</i> )		Target savings for YR 2 & 3 reviews total £15.1m (as shown above)			
<b>Community Action</b>	Community Action Projects (Whole Council Approach)	Tracey McNulty	0	500	1,500	4,000
<b>Collaboration</b>	Closed as strand	Chris Howells	0	0	0	0
<b>Total</b>			10	9,745	20,009	31,229

## 5.5 Prevention Workstream – Future Delivery Proposals

Based on the delivery assessment set out in Appendix C, the proposed shape of the Prevention Workstream, its Delivery Strands and main projects is as follows:

<b>Prevention Workstream – Delivery Programme</b>						
<b>Sponsor – Chris Sivers</b>						
<i>Targets for preventative activity will be put forward for each service area and challenged by officers trained in prevention and early intervention throughout July and August to constitute the MTFP targets outlined on Page 3, of £2m in 2016/17, £6m in 2017/18 and £8m in 2018/19. It is anticipated that these will largely fall in the sections relating to Demand Management and Early Intervention. They have yet to be formally identified and so are not represented here.</i>						
<b>Strand</b>	<b>Project</b>	<b>Lead</b>	<b>Target Savings £000</b>			
			<b>(Cumulative Totals)</b>			
			<b>15/16</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>
<b>Early Intervention</b>  <i>Scoping of this area in relation to the new requirements of the Social Services and Well Being Act took place 16 June 2015 and is being assessed.</i>	- Corporate Prevention Strategy  - Prevention Budget evaluation and business case	Chris Sivers	2,199	3,870	4,553	To be determined via Service Delivery Plan process
<b>Demand Management</b>  <i>Scoping of this area in relation to the new requirements of the Social Services and Well Being Act took place 16 June 2015 and is being assessed.</i>	-Six key projects to be delivered, with specific support to services for additional work	Sarah Caulkin	631	1,351	1,911	To be determined via Service Delivery Plan process

<p><b>Promoting safer independence (working title)</b></p> <p><i>All savings and pressures being analysed to ensure achievability in the context of significant senior management changes – outcome expected July 2015</i></p>	<ul style="list-style-type: none"> <li>- Reformulate existing TASS projects</li> <li>- Interface with Western Bay arrangements</li> <li>- Integration with health</li> <li>- Intermediate Care Fund</li> </ul>	Dave Howes	4,041	7,393	9,123	To be determined via Service Delivery Plan process
Supporting children and families	<ul style="list-style-type: none"> <li>- Existing Safe LAC Reduction strategy</li> <li>- Child and Family Care / Support continuum, including Opportunities for Children and Young People</li> </ul>	Chris Sivers	483	933	1,184	To be determined via Service Delivery Plan process
<b>Education Strategy</b>	- Rebalancing Education Strategic objectives (to be agreed with Cabinet)	Lindsay Harvey	Paper to Cabinet away day 22 June 2015 to discuss options			To be determined via Service Delivery Plan process
<b>Less</b>	Already in the budget		<b>(7,354)</b>	<b>(13,547)</b>	<b>(16,771)</b>	<b>TBA</b>
<b>Total additional savings</b>			<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## 5.6 Stopping Services Workstream – Future Delivery Proposals

Based on the delivery assessment set out in Appendix D, the proposed shape of the Stopping Services Workstream, its Delivery Strands and main projects is as follows:

<b>Stopping Services Workstream – Delivery Programme</b> <i>Sponsor – Dean Taylor</i>						
<b>Strand</b>	<b>Project</b>	<b>Lead</b>	<b>Estimated Savings £000</b> <b>(Cumulative Totals)</b>			
			<b>15/16</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>
<b>Council Priorities</b>	<b>Core Purpose of the Council</b> New relationship with residents (NB: links to community action)	Dean Taylor/Lee Wenham	-	-	-	-
	<b>Lower Priority Services</b> Stopping services or spending less (to be agreed)	Directors	1,000	2,000	3,000	4,000
<b>Future Council</b>	<b>Look and Feel of the Council</b> Employee engagement on: <ul style="list-style-type: none"> <li>• Swansea Story</li> <li>• Future Council</li> <li>• Working Together, Working Differently</li> </ul>	Dean Taylor	-	-	-	-
	<b>New Operating Model</b> potential changes to organisational and management structures	Jack Straw	200	400	600	800
<b>Total</b>			<b>1,200</b>	<b>2,400</b>	<b>3,600</b>	<b>4,800</b>



## 5.7 Summary

The total estimate of **new** savings across the 4 Workstreams **at this stage** is as follows:

Workstream	Estimated Savings £000 (Cumulative Totals)			
	15/16	16/17	17/18	18/19
Efficiency	4,000	12,800	21,600	27,350
New Models of Delivery	10	9,745	20,009	31,229
Prevention	0	0	0	0
Stopping Services	1,200	2,400	3,600	4,800
<b>Total</b>	<b>5,210</b>	<b>24,945</b>	<b>45,209</b>	<b>63,379</b>

The comparison between existing planned MTFP savings and the additional proposals against the budget gap in the MTFP is as follows:

	Estimated Savings £000 (Cumulative Totals)		
	16/17	17/18	18/19
Planned MTFP Savings	12,772	20,554	20,554
Additional Savings	19,735	39,999	58,169
MTFP Requirement	35,094	58,214	85,090
<b>Gap</b>	2,587	(2,339)	6,367

### Notes:

1. Planned MTFP savings are existing agreed Directorate savings proposals as set out in the published MTFP
2. Additional savings are the additional savings set out in this Delivery Programme review, **which are in addition to existing savings**
3. The MTFP requirement is the overall gap as per published in the 2016-19 MTFP, approved by Council in February 2015

## 5.8 Next Steps

One of the Review questions was: *“Do we have the right projects that will deliver the required transformational change and savings in the time available?”*

As can be seen from the proposals above, there are a number of gaps, uncertainties and further pieces of work to undertake before we can get to the position of a fully developed Delivery Programme.

Whilst some of this needs to be addressed at a Programme, Workstream or Strand level (eg: financial modelling for Prevention), it is essential that we also undertake work across each Service Area for the following reasons:

1. To understand the impact of the projects on Services and how this will align with local changes
2. To assess the opportunity for savings at a cost centre level
3. So we can monitor savings at Service and Strand
4. To ensure ownership

A proposal for achieving this through **Service Area Delivery Plans** is set out in Section 6

## 5.9 Summary

The review of the Delivery Programme has assured and produced a range of new savings proposals that will help to address the financial challenge.

The current assessment (bearing in mind the caveats and risks mentioned in this report and that the Council's MTFP forecast will change year on year) shows an estimated gap of £2,587m in 2016/17 and a gap of £6,367m in 2018/19.

We need to undertake further work quickly to get to the position where savings targets are set for **all** Delivery Strands and to undertake further assurance and delivery planning to address the MTFP shortfall.

We are engaging some external support to help us to assess the size of the opportunity in Prevention and provide some assurance based on evidence from elsewhere.

**The projects set out above will inevitably require difficult decisions. If the Programme does not deliver, or the options produced are not accepted, Cabinet will need to consider further action in year to deliver a balanced medium term budget.**

## 6 Delivery & Resourcing

*This section provides an overview of delivery and a statement of the resources allocated to the Programme, what these will achieve and how they will be deployed, including the development of Service Delivery Plans*

### 6.1 Delivery Requirements

We have agreed a number of delivery requirements for *Sustainable Swansea* as illustrated in the diagram below:



There are also a number of principles for delivery, set out in the July 2014 Delivery Programme these should not change. In summary these are:

- **One version of the truth** – all savings will be captured in one place
- **Approach to delivery** – a common framework for delivery will be used
- **Priorities** – we need to agree relative priorities for the Programme:
  - We can't deliver everything at once:
  - We need a balanced programme over the 3+ years
- **Resources to deliver** – we can't simply deliver everything on top of the day job, although for some it needs to become the day job; we will use the talent, knowledge and experience across the Council
- **Informed pragmatism** – in line with the principle of “decide and do”, we will adopt a pragmatic approach to delivery
- **Accountabilities** – we need people across the Council to take personal responsibility for delivering the savings and other benefits

## 6.2 Right Resources

The principles for the delivery of *Sustainable Swansea* include “Right Resources”. We have a stated intention to use internal resources where possible, but with external support where a case can be made, subject to knowledge and skill transfer.

Putting in place the right resources is key to success...BUT what we need can only be assessed on the basis of a clear plan about we need to deliver – what actions, when, who, savings/change profile etc...

Part of the current lack of clarity, in some areas, stems from the absence of a robust plan to deliver the Strand objectives at this stage. This needs to be addressed as a matter of urgency when the new Delivery Programme is approved.

## 6.3 Resourcing Assessment

We have undertaken work to understand our existing resources, how this is working and whether there are other resources in the Council we need to use. In summary we have:

- Allocated a HoS (or Senior Manager) to each strand to provide leadership and create capacity
- Allocated a Programme Manager to the 3 main workstreams
- Supported Strand Leads to develop a team for delivery
- Developed in house capability eg: strategic finance team, commercial team
- Made links with the Innovation Community
- And, more recently, used some external assistance to provide a catalyst for the change eg: in support services, customer services assessment

The recent Strand Assessment has identified the specific additional capacity and capability that we need to deliver the objectives of each Strand. For the most part, we are able to address the requirement for additional capacity by redirecting more in house resources.

An overview of the additional resources is attached as **Appendix F**. This is being developed into a resourcing plan, which will show the deployment of all staff resources across *Sustainable Swansea*, both current staff and additional temporary support. In addition, the Business Change Team is looking to maximise their resources in support of *Sustainable Swansea* and Strand Leads.

The challenge that we face is capability in key areas, this is where we need external support. Set out below is a current assessment of external support requirements:

RESOURCING REQUIREMENT	STRANDS	JUSTIFICATION FOR EXTERNAL SUPPORT
Financial Analysis: <ul style="list-style-type: none"> <li>financial modelling</li> <li>options appraisal</li> <li>commercial solutions</li> <li>business cases</li> </ul>	Demand Management Early Intervention Commissioning Customer Contact	Internal strategic finance team created, but a capacity and skills deficit  Expertise to be commissioned on a case by case basis
Additional subject matter expertise/professional services advice: <ul style="list-style-type: none"> <li>commissioning reviews</li> <li>community asset transfer</li> <li>commercial advice &amp; market testing</li> </ul>	Commissioning Assets Third Party Spend	Prime effort will come from existing resources, but specific additional skills need to be targeted at specific projects  Head of Commercial Services to be appointed, to help build internal skills
Commissioning support: <ul style="list-style-type: none"> <li>external facilitation and challenge</li> <li>advice on new models of delivery</li> <li>preparation and assessment of procurement documentation</li> </ul>	Commissioning	External facilitation and challenge is necessary for the Reviews to succeed. (Sourcing of facilitation underway: Gartner, APSE, IESE)  Other Councils could be used to provide external challenges and different thinking on reviews
Subject matter expertise eg: <ul style="list-style-type: none"> <li>demand management</li> <li>service redesign</li> <li>customer segmentation</li> </ul>	Demand Management Customer Contact	Some key areas require input from an external leader in a particular area of expertise to shape or deliver a programme and be a 'critical friend'

**In summary**, external support is required for:

- *Options appraisals*
- *Business case development*
- *Financial Analysis and Modelling*
- *Subject matter expertise in new models of delivery and service redesign*
- *External benchmarking*

Principally in the following strands:

- *Customer Contact*
- *3<sup>rd</sup> party spend*
- *Commissioning*
- *Demand Management*
- *Prevention: social change model*

## 6.4 Approach to Resourcing

We expect all our external support to be on the basis of the following:

- *The provider will bring genuine external challenge and new thinking*
- *That there will be demonstrable knowledge and skills transfer*
- *The deliverables are recorded and assessed*

## 6.5 Procurement

The Council's current preference is to work largely with existing partners on specific and short term pieces of work. This has the advantage of:

- *Leveraging the benefits of existing relationships*
- *Provider knowledge of the Council, our people and how we work*
- *Speed and flexibility of response*

The process for engagement will be as follows:

- 1 **Business Case:** short, but clear business case evidencing that there is a requirement for subject matter expertise and/or additional capacity that we do not have from a Sponsor or Strand Lead.
- 2 **Approval:** the Executive Board will review and approve the requirement as appropriate and the source of funding.
- 3 **Providers:** current Council providers will be invited by the Head of Information and Business Change to express an interest in the work based on a standard statement of requirements.
- 4 **Assessment:** the assessment will be made by the relevant Sponsor or Strand Lead and the Head of Information and Business Change.
- 5 **Engagement:** all external engagements will be made by the Head of Information and Business Change.
- 6 **Evaluation:** the relevant Sponsor or Strand Lead will complete a statement of deliverables to assess that the requirement have been met, there has been knowledge/skills transfer and value for money has been obtained

## 6.6 Future Requirements

The Council will review future options for external support later in the year, which will include:

- *Consultancy partner*
- *Niche providers, best of breed*
- *Public sector partner*
- *Interim management/resources*
- *Partnership with another Council to use consultants*

Our procurement route for this will be determined, but is likely to include existing Frameworks and GCloud.

## 6.7 Deployment of Resources

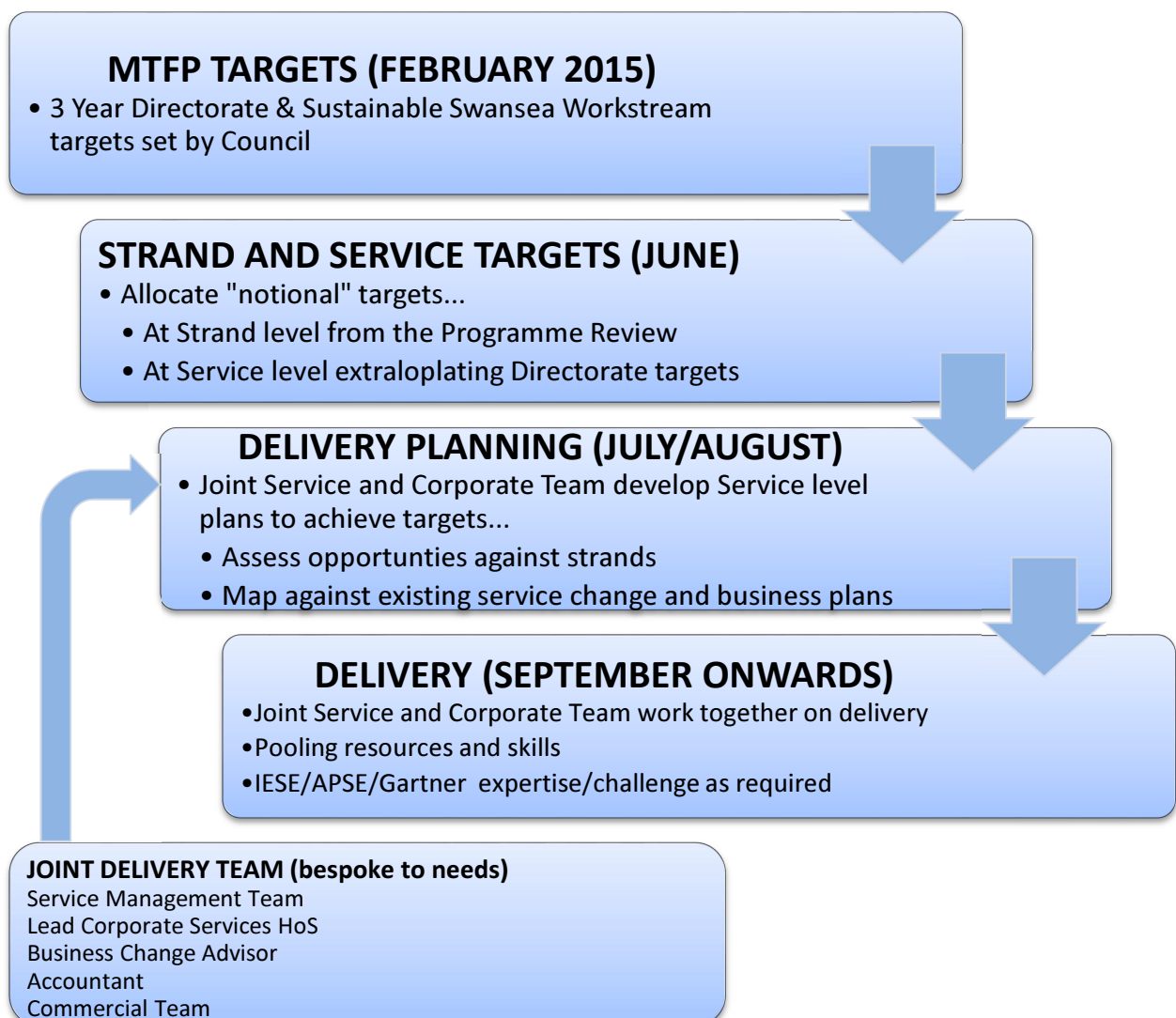
As set out in Section 5, it is essential that the new Delivery Plan can be reviewed at both a Programme/Workstream/Strand level and also at a Service/Cost Centre level. This builds on the matrix which we have developed and the ideas that came forward from HoS last year as part of the Budget Proposals for 2015/16.

In order to achieve this it is proposed that the *Sustainable Swansea* resources are deployed in accordance with the following principles:

- **Priorities:** focused on the big ticket issues
- **Agile:** moved to deal with issues that arise, changing circumstances
- **Flexible:** working on several areas at once, not tied to one Strand
- **Business Partner:** working with each Head of Service to develop a Service Area Delivery Plan

## 6.8 Service Area Delivery Plan

As stated in para 5.8, Service Area Delivery Plans will be produced as follows:



The **aim** of Service Area Delivery Plans is to:

- *Assess the opportunity for savings, using the Delivery Strands as a framework, at a cost centre level*
- *Dovetail Service level change and existing plans with Sustainable Swansea*
- *Improve cross Council working and ownership of Sustainable Swansea delivery*
- *Share resources, skills and knowledge between Services and Corporate Services*
- *Assist programming of change and delivery*
- *Monitor savings at Service **and** Strand level*
- *Ensure ownership*

The nature of the Delivery Plan and the Joint Team will vary depending on the requirements of the service. Some Plans will be more complex than others, some will reflect all Strands, some will reflect fewer and so on.

## **6.9 Summary**

One of the Review questions was: *“are we confident about organisational commitment, whole council working and barriers to delivery?”*

The additional resources agreed for *Sustainable Swansea* and the targeted use of external support are intended to address historical delivery problems and build our capability to deliver.

The proposals for Service Delivery Plans are intended to be a more productive way of delivering *Sustainable Swansea* as part our commitment to *“working together, working differently”*.



## 7 Governance

*This section sets out proposed changes to the governance arrangements for Sustainable Swansea*

### 7.1 Review of Existing Arrangements

Governance arrangements for Sustainable Swansea were agreed as part of the July 2014 Delivery Programme report. These have worked as intended and, consequently, few changes are considered to be necessary to roles.

### 7.2 Proposed Future Governance

The proposed main governance roles (outside of formal decision making and scrutiny) are summarised below:

GROUP	ROLE
Cabinet	<ul style="list-style-type: none"> <li>• Annually: Approval of Delivery Programme</li> <li>• Quarterly Monitoring Updates</li> </ul>
Executive Board	<ul style="list-style-type: none"> <li>• Advice on Delivery Programme</li> <li>• Monthly Performance Dashboard reports (by exception)</li> </ul>
Budget Review Steering Group	<ul style="list-style-type: none"> <li>• Monthly: <ul style="list-style-type: none"> <li>○ Programme Updates (by exception)</li> <li>○ Delivery of the Savings Programme</li> </ul> </li> </ul>
Leadership Team	<ul style="list-style-type: none"> <li>• Quarterly: Programme Review</li> </ul>
Cabinet Member/Sponsors	<ul style="list-style-type: none"> <li>• Monthly <ul style="list-style-type: none"> <li>○ Programme Update</li> <li>○ Policy steer</li> </ul> </li> </ul>

### 7.3 Governance Structure

An updated Governance structure diagram is attached as **Appendix G**. This will be kept under review to ensure that the various groups work effectively.

### 7.4 Project Planning and Reporting

Project plans and reporting, needless to say, needs to be proportionate and by exception. Key principles being:

- Agile: using the tools that will work, not adherence to a single approach
- Consistent: one style for each audience (new template has been agreed)
- Action Orientated: reports need to recommend solutions where issues exist
- Compliance: what we agree needs to be done, must be done by everyone

### 7.5 Summary

Governance arrangements have worked as intended and, consequently, few changes are considered to be necessary.

## 8 Communications

*This section sets out proposals for future internal and external communication and engagement on the programme*

### 8.1 Current Approach

The current Delivery Plan sets out our approach to communication and engagement on *Sustainable Swansea*. It also sets out our narrative.

We also ran training on public engagement with Cabinet Members and senior officers using Participation Cymru.

### 8.2 External Engagement

We have engaged residents on the wider aims of *Sustainable Swansea*, the core purpose of the Council and the need for residents and communities to do more to help themselves.

Last year "*Continuing the Conversation*" was used to get these messages across. We also undertook consultation on specific budget proposals as necessary, with Equality Impact Assessments.

Our approach for 2015/16 will be to continue this debate with greater focus on:

- *What the Council will stop doing – with clear “stories” about why this is necessary and what this will mean for you*
- *Our future relationship with residents – helping you to help yourself*
- *Behaviour change – targeted social marketing to support demand management priorities*

We will need to review the narrative with Cabinet and the role of Cabinet Members in community engagement events.

### 8.3 Internal Engagement

We have engaged employees on *Sustainable Swansea* and budget issues using roadshows, StaffNet and team meetings. Further work is needed to cascade this down to staff via “manager led conversations”. The involvement of Cabinet Members in staff engagement needs to be considered.

For 2015/16 it is proposed that we:

- Engage employees on the “bigger picture”, not just *Sustainable Swansea*
- This would include:
  - Swansea Story
  - Corporate Plan
  - Future Council
  - Innovation

- Change Plan
- Swansea Manager
- Service level change
- Engagement needs to be more relevant and dynamic:
  - Using the new StaffNet to generate debate on the hot issues
  - Using smaller (ideally cross service), workshops to debate the issues with employees
  - Using the Innovation Community as “barometers” to assess the messages, how they are delivered and received

#### **8.4 Summary**

We will build on our engagement so far with residents with a greater focus on:

- *What the Council will stop doing – with clear “stories” about why this is necessary and what this will mean for you*
- *Our future relationship with residents – helping you to help yourself*
- *Behaviour change – targeted social marketing to support demand management priorities*

We will engage employees in manager led conversations about the major changes facing the Council, including the Swansea Story, Corporate Plan, Future Council, within the context of the local service changes.

## 9 Risks and Issues

*This section provides a statement of the top risks and issues and how these will be managed and addressed*

### 9.1 Risks

The Risk Register for the Programme is reviewed by the Programme Board at each meeting. The top 5 current risks are summarised below:

<b>Risk</b>	<b>Countermeasure</b>
Failure of Council to make decisions, political or otherwise, and commit to savings proposals	<ul style="list-style-type: none"> <li>• Budget agreed by Council, savings tracker in place</li> <li>• Budget Review Steering Group oversees progress</li> <li>• Reports to Cabinet on slippage and remedial action as required</li> </ul>
Lack of resources to deliver programme	<ul style="list-style-type: none"> <li>• Lead Heads of Service/Senior Managers designated for each Savings Strand</li> <li>• Transformation Fund in place for additional resources/skills/backfill</li> <li>• Additional resources agreed and being secured</li> </ul>
Savings required increase due to bigger cuts in grant and/or service pressures	<ul style="list-style-type: none"> <li>• Ongoing assessment</li> <li>• Increase the pace of delivery</li> <li>• Develop a contingency plan</li> </ul>
The level of savings required will not be achieved in time	<ul style="list-style-type: none"> <li>• MTFP approved by Council with 3 years targets to meet the shortfall</li> <li>• Mechanisms in place to monitor and assure delivery</li> <li>• Develop a Contingency plan for in year action if required</li> </ul>
The public and partners will not accept changes agreed	<ul style="list-style-type: none"> <li>• Ensure comprehensive engagement &amp; consultation takes place</li> <li>• Engage partners via the LSB</li> </ul>

## 9.2 Issues

A number of the issues relating to the delivery of *Sustainable Swansea* are set out in this paper – see Section 4. In summary, these are:

<b>Challenges and Risks</b>	
Culture	<ul style="list-style-type: none"> <li>• Silo target culture</li> <li>• Patches of “non-corporate behaviour”</li> <li>• Lack of personal responsibility in some areas</li> </ul>
Ownership	<ul style="list-style-type: none"> <li>• “It will go away”</li> <li>• “Someone else will fix it”</li> <li>• “Busy doing the day job”</li> </ul>
Decisions	<ul style="list-style-type: none"> <li>• Still not clear what is <b>not</b> a priority</li> <li>• Pace... we don't have time to debate this</li> <li>• Managing “opposition”... we are still winning hearts &amp; minds</li> </ul>
Resources	<ul style="list-style-type: none"> <li>• Resources... releasing people from the day job is still a challenge</li> <li>• Skills/knowledge... there are gaps, which we are now addressing</li> <li>• Analysis... modelling, data, and evidence is a gap we must address</li> </ul>
Delivery	<ul style="list-style-type: none"> <li>• Managing inter-dependencies and the risk of “double counting”</li> <li>• Programming... we can't do everything at once</li> <li>• Reporting... still too vague, needs to be sharp, direct and benefits driven</li> <li>• Balancing quicker efficiencies with preparing the ground for prevention</li> </ul>

Issue management will continue to be a key part of the overall programme management arrangements, but based upon:

- **Validation:** evidence that there is an issue, not a “worry”
- **Ownership:** who is best placed to resolve it, quickly
- **Solution:** focus on resolution not “angst”
- **Tracking:** monitoring and closing issues when resolved

### 9.3 What We Plan to Do Next

One of the Review questions was: “*Have we got sufficient assurance that we have the right programme management arrangements in place ie: robust and credible delivery plans, the necessary resources, timely monitoring and appropriate governance?*”

This question has been answered, in part, in the sections above on Delivery and Governance. In addition, in response to progress to date and the challenges, risks and issues identified from the Programme Review, it is proposed that we focus on the following **priority actions**:

TOPIC	ACTION
Cultural change	<ul style="list-style-type: none"> <li>• Foster greater innovation and instil the expectation of personal responsibility</li> <li>• Implement the Change Plan “Working Together, Working Differently</li> </ul>
Engagement	<ul style="list-style-type: none"> <li>• Tell more stories about what needs to change</li> <li>• Work on the new relationship with residents</li> </ul>
Delivery	<ul style="list-style-type: none"> <li>• Maintain momentum and commitment through Leadership Team</li> <li>• Deliver what we have said we will</li> <li>• Bring forward proposals for in year decisions, savings is a continual process</li> </ul>
Resources	<ul style="list-style-type: none"> <li>• Deploy the resources agree</li> <li>• Ensure we get return on investment</li> <li>• Establish <i>Sustainable Swansea</i> as the day job to release additional resources</li> <li>• Knowledge transfer from external support</li> </ul>
Core Purpose of the Council	<ul style="list-style-type: none"> <li>• Establish a clear view about what is not a priority</li> <li>• Bring forward proposals to reduce or cease spend</li> </ul>
Future Council: Look and Feel	<ul style="list-style-type: none"> <li>• Employee workshops on what sort of Council we want to be – linked to the Swansea Story and Swansea Manager</li> <li>• Agree the future operating model and structure</li> </ul>
Big Ticket Issues	<ul style="list-style-type: none"> <li>• Implement the new customer contact model</li> <li>• Conclude the first round of commissioning reviews</li> <li>• Community action... create the appetite for communities to do more themselves</li> <li>• Embed demand management as a whole council approach and agree priority interventions</li> <li>• Complete the financial modelling for prevention</li> <li>• Prioritise key ICT enablers for change</li> </ul>

### 9.4 Summary

We have updated the top Risks and set out an action plan to address the key issues identified as part of the Programme Review.

## APPENDIX A

## **SUSTAINABLE SWANSEA – FIT FOR THE FUTURE CHANGE PLAN: “WORKING TOGETHER, WORKING DIFFERENTLY”**

**(Extract)**

### **A PURPOSE**

This Change Plan will support:

- The management of change implications of *Sustainable Swansea – fit for the future*
- Other strategic and whole Council change requirements, including actions arising from the WLGA Peer Review.

It is intended to be both a plan that underpins our change agenda and also a clear statement of the sort of Council we intend to be, including our outline future operating model.

**It provides the overall narrative for change and the Council wide actions for how change will be implemented by leaders at all levels across the Council.**

### **B CONTEXT FOR CHANGE ACROSS THE COUNCIL**

Our context for change is broad and deep, the key elements are as follows:

- **Leadership** – the “cultural jolt” and the need to create more capacity for the leadership of strategic and corporate priorities
- **Innovation Programme** – the requirement to do things differently for sustainable delivery, through a step change in employee engagement and empowerment, to continue to deliver effective front line services we need to develop a culture of change and innovation
- **Delivering for Swansea** – our revised Corporate Plan, setting out five top priorities for the foreseeable future
- **Sustainable Swansea** – the narrative for change and the key messages in Budget Principles, which we have communicated through staff roadshows, resident engagement etc about the need for transformation
- **Future Council** – the work we started on the future look and feel of the Council, our future operating model and how we will need to work differently
- **Peer Review** – the findings in the Peer Review about the Council’s culture and how this pervades our governance, how we manage change and our ability to deliver our priorities
- **WAO Corporate Assessment** – the conclusions of the Corporate Assessment about what more the Council needs to do to embed the good progress we have all made on service improvement and corporate working
- **Swansea Story** – the single and compelling narrative about Swansea the place, our ambition and the role that the Council will play in this with partners

In order to deliver our corporate priorities and *Sustainable Swansea*, we need a clear plan for managing the change effectively.

**C OUR CHANGE NARRATIVE**

Delivering for Swansea	<ul style="list-style-type: none"> <li>• 5 top priorities for Swansea</li> <li>• City and community leader and trusted partner</li> <li>• Focus on outcomes for residents and customers</li> </ul>
One Council	<ul style="list-style-type: none"> <li>• Breaking down service silos - networked and agile</li> <li>• Corporate behaviours</li> <li>• Sharing resources &amp; internal/external learning</li> </ul>
Visible Leadership	<ul style="list-style-type: none"> <li>• Member led, Officer driven</li> <li>• Powerful, positive and consistent messages about the future direction of the Council</li> <li>• Transparent and locally accountable</li> </ul>
Decide and Do	<ul style="list-style-type: none"> <li>• Delivering what we have promised</li> <li>• Injecting pace and purpose</li> <li>• A focus on performance, embracing new responsibilities</li> </ul>
Agile Decision Making	<ul style="list-style-type: none"> <li>• Faster, agile and evidence based decision making</li> <li>• Greater focus on action and impact, not meetings</li> </ul>
Commercialism	<ul style="list-style-type: none"> <li>• Commercial, business like &amp; risk aware</li> <li>• Increasing income from trading and exploiting assets</li> </ul>
Innovation	<ul style="list-style-type: none"> <li>• A culture open to change and innovation</li> <li>• The skills, tools and technology to do the job</li> </ul>
Great Workforce	<ul style="list-style-type: none"> <li>• Engaged, empowered and motivated workforce</li> <li>• A culture where employees take personal responsibility</li> </ul>
Efficient and Productive	<ul style="list-style-type: none"> <li>• Right first time</li> <li>• Reducing demand, promoting self-reliance to reduce need</li> <li>• Lean delivery, process light, continuous improvement</li> </ul>
Live within reduced resources	<ul style="list-style-type: none"> <li>• Linked business and financial planning</li> <li>• Focus on outcomes</li> <li>• Direct link to priorities</li> </ul>

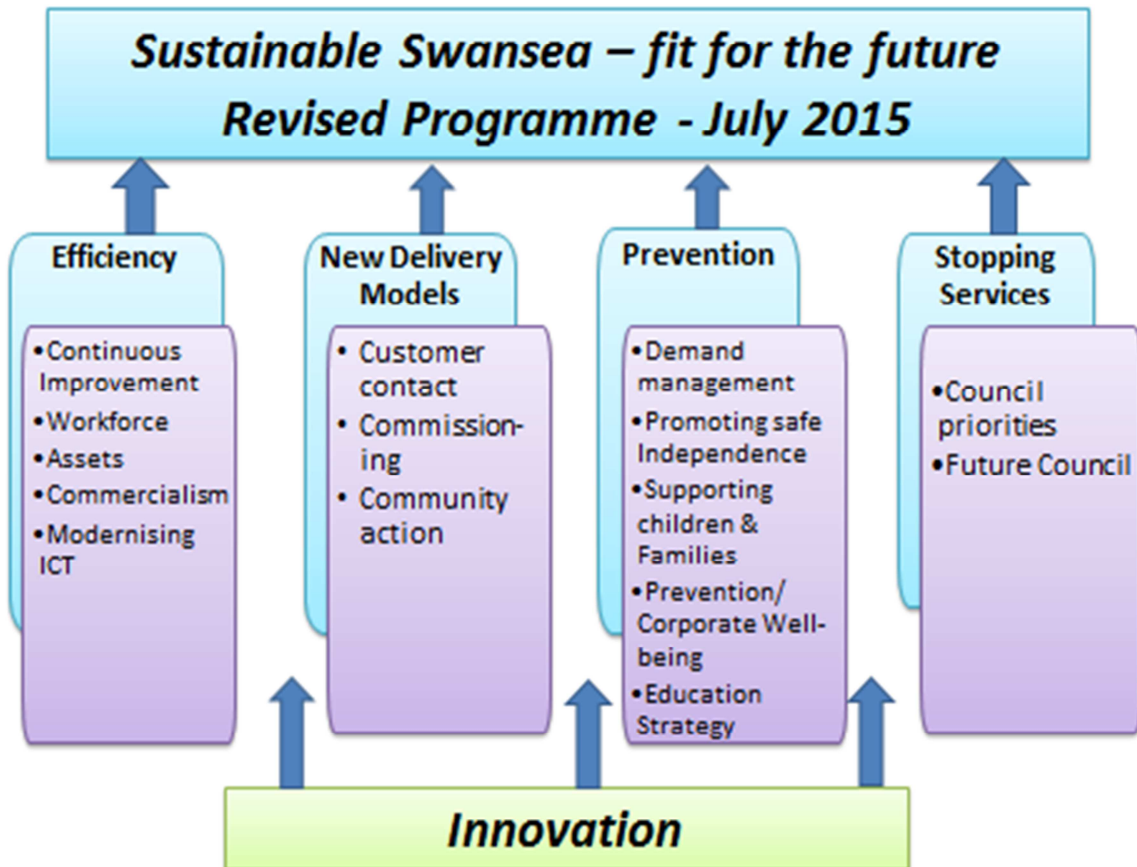
An Action Plan has been developed to take forward the priorities for change. This will also be developed into local actions by each Head of Service.



APPENDIX H

**SUSTAINABLE SWANSEA – FIT FOR THE FUTURE**

**REVISED PROGRAMME**



## APPENDIX B: EFFICIENCY WORKSTREAM REVIEW SUMMARY

<b>CONTINUOUS IMPROVEMENT</b>		
<b>Project</b>	<b>Achievements to Date</b>	<b>Review Recommendations</b>
<p><b>Lean Systems Thinking Capability</b> Develop capability via training for practitioners and 'training the trainer'.</p>	<p>Reviews are underway (with Vanguard) to enable 'learning by doing'; Collaboration with NPT initiated.</p>	<p><b>Continue</b> reviews to completion; Increase pace of learning by collaborating with NPT; Analyse and report on benefits achieved at review completion; <b>Target Benefits:</b> Develop and promote internal expertise</p>
<p><b>Directorate Based Lean Systems Projects</b> Develop and run Systems Thinking projects within each Directorate</p>	<p>An indicative target of £100k p/a was set and five projects were identified and commenced. Three are progressing well. *Two have stalled due to a lack of buy-in by Services possibly as a result of us failing to manage expectations and communicate such.</p>	<p><b>Continue</b> Re-commence with two replacement projects. Complete all five projects and assess the financial case for further investment/rollout. <b>Target Benefits:</b> £100k p/a which will be 'claimed' by relevant Services.</p>
<p><b>Support for Corporate Projects</b> Assisting other Corporate Projects by provision of Systems Thinking expertise</p>	<p>No benefits to date - no requirement identified.</p>	<p><b>Freeze</b> Revisit this topic when the authority has greater maturity / expertise in Systems Thinking and is capable of developing and delivering a rollout programme.</p>
<p><b>Review of Internal Charging</b> Review the current position. Make recommendations on increasing, removing or</p>	<p>Not started due to lack of resource availability (Chief Finance Officer) and conflicting pressures.</p>	<p><b>Continue</b> This project will commence imminently</p>

standardising.		
<b>Process Busting</b> Improve efficiency via red tape removal, better policies, leaner processes etc	This is an 'Innovation Community' piece of work and a list of (circa 50) suggestions is with Heads of Service for review / implementation.	<b>Conclude and close</b> This work will be seen through to completion via innovation. Any savings (or improvements) will still be highlighted and reported.
<b>WORKFORCE</b>		
<b>Project</b>	<b>Achievements to Date</b>	<b>Review Recommendations</b>
<b>Workforce Redesign</b> Driven by Service Unit need to redesign services to achieve budget savings. Restructuring, ERVR, Flexible Retirement etc.	Services are re-shaping to hit financial targets. Minimal compulsory redundancies due to the initiatives used. Savings are captured via Finance & BRSG (circa £4.8m).	<b>Close</b> Further changes will be implemented as Business As Usual.
<b>Management Posts (de-layering)</b> Delivered as part of Workforce Re-Design (above)	To date this has been delivered as part of Workforce re-design and savings have been captured by Services in doing so, but not identified solely as 'management post savings'.	<b>Continue</b> New project to determine and deliver any change required to management structures
<b>Workforce Development &amp; Planning</b>	Performance Appraisal review and rollout Corporate Workforce Plan produced Workforce and Succession Planning integrated with Service Business Planning Oracle Learning Management rolled out Swansea Manager being developed	<b>Continue</b> Develop into a new Sustainable Workforce Project with defined outcomes for performance, workforce planning, reward policy etc
<b>Employee Retention Recognition and Engagement</b>	Staff Survey and Action Plans established; Engagement CAC work; Purchase of Annual Leave Scheme launched	<b>Close</b> Further initiatives to be implemented as Business As Usual now that this process has been established.

<b>Modernising HR Function (HR &amp; ES Systems)</b> To reduce staffing levels in operation but also drive move to self-serve	Reduced staffing to meet targets; Employee Services Team restructured and Helpdesk introduced; Phase 3 of Employee Self Service rolled out; Oracle Learning Management enabled.	<b>Continue, as part of a wider self-service project</b> Complete delivery of current programme before moving to new opportunities (increased self-serve, timesheets, i-recruitment, reporting, talent management etc).
<b>Training &amp; Development</b> (smarter commissioning and delivery of)	Recently commenced Current timeline is for option proposals in July	<b>Continue</b> Additional project support requested. Ensure review includes all aspects of training (including staff and premises). <b>Target Benefits:</b> £200k p/a and where savings cannot be captured (ring-fenced budgets etc) then more cost effective use of resources.
<b>Reducing the Pay Bill</b> (Pay & Reward, T&Cs, Working Practises etc)	High level scoping carried out. Significant opportunities identified but put on hold pending further discussion with Cabinet	<b>Continue</b> Political steer required on which opportunities to pursue. To be discussed by Exec Board / Cabinet June 2015. <b>Target Benefits:</b> circa £2m over two years
<b>SUPPORT SERVICES</b>		
<b>Project</b>	<b>Achievements to Date</b>	<b>Review Recommendations</b>
<b>Reduction in Business Support Staff (Admin)</b> A new Directorate model has been agreed; Lean thinking is required to reduce demand.	Managed business support principle approved; 90+ opportunities identified across all Service and implementation being tracked.	<b>Conclude</b> Tracking mechanism for opportunities is now in place and can be reported to SMTs as part of BAU

<p><b>Reduction in Corporate Support Staff</b> (e.g. policy, performance, project management, research, communications &amp; marketing, partnerships, governance, equalities)</p>	<p>Marketing have agreed a more corporate approach to working; Projects to look at Policy &amp; Performance, Research and Information and Project Management are about to commence.</p>	<p><b>Continue</b> Additional Project support is requested Timeline to be set for completion <b>Target Benefits:</b> 20% of spend and leaner more collaborative services.</p>
<p><b>Information Management</b> (extend Document Management, reduce paper, reduce FOI costs, reduce storage costs, information sharing)(investment may be required)</p>	<p>IM &amp; ICT governance arrangements approved; Action plan for year agreed; Self service developments prioritised; Systems rationalisation data gathered and process underway.</p>	<p><b>Continue</b> Amalgamate with Modernising ICT in order to report as one Big Ticket Item <b>Target Benefits:</b> £50k per annum for two years</p>
<p><b>Modernising ICT</b> (new in house model, service improvements, reduced hardware costs, reduced staffing levels)</p>	<p>New In House Model agreed by Cabinet and being implemented System rationalisation project agreed as part of the Budget proposals for 2015/16 See above (Information Management)</p>	<p><b>Continue</b> As above, amalgamate with Information Management in order to report as one Big Ticket Item. Monitor delivery as part of the budget savings tracker. <b>Target Benefits:</b> £250k in 15/16; £1m in 16/17</p>
<p><b>Modernising Finance</b> (including ISIS, self-service for better budget monitoring, new finance structure, reduced staffing)</p>	<p>Business Process Review of Social Services Finance delivered (Dec 14). Business Process Review of Education Finance in progress. Changes made as part of Finance budget savings etc</p>	<p><b>Close</b> Further works can be carried out as Business As Usual, except, <b>Management Accounting</b> include in the wider self-service project</p>
<p><b>ASSETS</b></p>		

Project	Achievements to Date	Review Recommendations
<b>Accommodation Strategy</b> (including Agile Working)	Accommodation Plan being delivered on track; Agile programme enhanced and continuing. Financial target for 14/15 met (£295k of £300k) £342k of 15/16 target already realised.	<b>Continue</b> Arguably Business As Usual but inclusion in Sustainable Swansea adds leverage. Review the pace of the accommodation moves. <b>Target Benefits:</b> 15/16 £500k; 16/17 £1m.
<b>Area Reviews and Community Asset Transfers</b>	Financial target for 14/15 exceeded (£325k of £300k) On track for 15/16 target (£400k of £500k realised)	<b>Continue</b> Arguably Business As Usual but inclusion in Sustainable Swansea adds leverage. Merge with Service Assets for delivery. <b>Target Benefits:</b> 15/16 £500k; 16/17 £750k.
<b>Service Asset Proposals</b>	See above	<b>Continue</b> Arguably Business As Usual but inclusion in Sustainable Swansea adds leverage. Merge with Area Reviews (above)  <b>Target Benefit: included with above</b>
<b>Depot Restructure</b>	Initial works have prompted a change of scope. Preferred option is now to rationalise from five to three depots (instead of the originally proposed one).	<b>Continue</b> Decision to be made in 15/16  <b>Target Benefit: not set</b>
<b>INCOME, CHARGING AND TRADING</b>		

Project	Achievements to Date	Review Recommendations
<b>Charging Framework</b> (policy, benchmarking, awareness arising, full cost recovery guidance)	Charging framework delivered and approved by Cabinet	<b>Close</b> Further initiatives can be implemented as Business As Usual.
<b>Charging &amp; Income Proposals</b>	Improved visibility and awareness of issue; Governance and approval process established; £450k approved income opportunities of which (£114k in 14/15) £1.1m approved as part of HoS plans for 15/16; Total of £2.5m of opportunities in various stages of progression	<b>Continue</b>  <b>Target Benefit:</b> 15/16 £750k 16/17 to be confirmed
<b>Trading Opportunities</b> (to be assessed)	None (other than background works and knowledge building).	<b>Continue</b> 15/16 to be considered a scoping year; If targets are set for 16/17 they should take into account set up costs of any new model. <b>Target Benefit:</b> 15/16 £0, 16/17 tba
<b>Sponsorship &amp; Advertising Opportunities</b> (Website, council assets, corporate events, staff benefits etc)	£205k achieved in 14/15 (£179k cashable, £26k in kind)  15/16 forecast is confirmed at £150k+	<b>Continue</b>  <b>Target Benefit:</b> 15/16 £150k
<b>Services to Schools</b> (full cost recovery, new offers)	SLA to move towards full cost recovery being negotiated with Schools/Education	<b>Close</b> Further initiatives to be implemented as Business As Usual.

THIRD PARTY SPEND		
Project	Achievements to Date	Review Recommendations
<b>Compliance</b> (enforce contract rules, use of ISIS, training, control spend, reduce contract waivers)	Compliance and compliance monitoring established as a way of working.	<b>Close</b> This is business as usual which contributes towards the overall savings target.
<b>Commissioning and Commercial Operating Model</b> (commissioning principles, commercial strategy, hub & spoke, skills development)	Partially established with Service re-design.	<b>Close</b> This can be further managed as BAU when the new Head of Commercial Services is in post.
<b>Contract Management</b> (single contract register, improve data analysis, spend verification, challenge, efficiency programme)	Single Contract Register improved; 20% increased visibility of Contracts	<b>Close</b> Contract management is a business as usual activity which contributes towards the overall savings target.
<b>Supplier Relationship Management</b> (Programme of cost reduction with top ten strategic suppliers)	No progress	<b>Close</b> Insufficient strategic suppliers to sustain this as a project. This may be resurrected as BAU when the new Head of Commercial Services is in post.
<b>Savings Programme</b> (Delivery of savings targets via all of the above means)	£1.6m identified during 14/15 £1.1m of that captured from budgets	<b>Continue</b> Confirm contract opportunities etc to deliver savings target of £2m for 2015/16 Ensure process is in place for sign off of savings. Proposal: merge Income, Charging and



		Trading and Third Party spend into a Commercial Strand
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**APPENDIX C - SUSTAINABLE SWANSEA PROGRAMME REVIEW  
NEW MODELS OF DELIVERY WORKSTREAM**

Project	Achievements to Date	Review Recommendations
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<b>NEW MODELS OF DELIVERY – CUSTOMER CONTACT</b>		
<p><b>Original Scope July 14:</b></p> <p><b>New Website</b></p>	<ul style="list-style-type: none"> <li>§ New mobile-responsive, bilingual council website went live on 23rd September 2014</li> <li>§ 4000 pages on content in each language</li> <li>§ Was named in the top 5 Welsh council websites by SOCITM (Society of IT Managers)</li> <li>§ Went from 2 stars to 3 (out of 4) in the SOCITM Better Connected 2015 report which assesses usefulness, accessibility and functionality of all council sites in England and Wales <a href="http://staffnet/betterconnected">http://staffnet/betterconnected</a></li> </ul>	<ul style="list-style-type: none"> <li>§ <b>Continue – in line with project plan</b></li> <li>§ Work with IT programmers required to continue expansion of online services in high demand areas &amp; to work on website enhancements to achieve channel shift.</li> <li>§ Have fewer web editors</li> <li>§ Need to recruit one new web team member</li> <li>§ Further work on ‘customer journeys’ needed – especially around social care &amp; Housing services</li> <li>§ <b>Target Benefits: quicker, easier access for customers to a wider range of services.</b></li> </ul>

## APPENDIX C - SUSTAINABLE SWANSEA PROGRAMME REVIEW NEW MODELS OF DELIVERY WORKSTREAM

Project	Achievements to Date	Review Recommendations															
<p><b>Rollout of online services and e-payments</b></p>	<ul style="list-style-type: none"> <li>§ New form system implemented</li> <li>§ All 77 old unsupported, mobile-unfriendly Mandoforms replaced</li> <li>§ New systems and forms being developed to reduce unnecessary phone calls and face2face transactions e.g. resident parking and electoral corrections (saved approx. 2360 calls at cost of £6679 to Elections team)</li> <li>§ 76 English forms online and the same number of Welsh copies (55 forms replaced old Mandoforms before new website went live)</li> <li>§ Environment online form submissions increased by 43% in 6 months since new site went live (October 14 – March 15 compared with same period 13 / 14).</li> </ul> <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 10px;"> <thead> <tr> <th style="width: 15%;">Year</th> <th style="width: 15%;">Total contacts Environ.</th> <th style="width: 15%;">Online forms</th> <th style="width: 15%;">Online as % of total contacts</th> <th style="width: 40%;">Savings (based on £2.83 / call 15p / web)</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">October - March 2013 / 2014</td> <td style="text-align: center;">41,613</td> <td style="text-align: center;">914</td> <td style="text-align: center;">2.2%</td> <td style="text-align: center;">£2458</td> </tr> <tr> <td style="text-align: center;">October - March 2014 / 2015</td> <td style="text-align: center;">34,714</td> <td style="text-align: center;">1550</td> <td style="text-align: center;">4.5%</td> <td style="text-align: center;">£4154</td> </tr> </tbody> </table>	Year	Total contacts Environ.	Online forms	Online as % of total contacts	Savings (based on £2.83 / call 15p / web)	October - March 2013 / 2014	41,613	914	2.2%	£2458	October - March 2014 / 2015	34,714	1550	4.5%	£4154	<ul style="list-style-type: none"> <li>§ <b>Continue</b> – identify further opportunities for expansion of online services</li> <li>§ Integrate forms with online payments</li> <li>§ Work with IT developers to link forms to back office systems &amp; develop new forms with integrated calendar functionality to enable appointment bookings (i.e. pest control, bulky waste appointments etc.)</li> <li>§ <b>Target Benefits:</b> aid and facilitate channel shift thereby reducing face to face/telephony contact.</li> <li>§ Support the reduction of double handling &amp; transaction costs</li> <li>§ Increase in ways to pay and support new charging initiatives</li> <li>§ Increased customer satisfaction</li> </ul>
Year	Total contacts Environ.	Online forms	Online as % of total contacts	Savings (based on £2.83 / call 15p / web)													
October - March 2013 / 2014	41,613	914	2.2%	£2458													
October - March 2014 / 2015	34,714	1550	4.5%	£4154													

**APPENDIX C - SUSTAINABLE SWANSEA PROGRAMME REVIEW  
NEW MODELS OF DELIVERY WORKSTREAM**

Project	Achievements to Date	Review Recommendations
<p><b>Improvements within the Contact Centre (e-zone, self-service cash payment machines)</b></p>	<ul style="list-style-type: none"> <li>§ Orchestra software implemented allowing contact centre to 'queue bust' more effectively and self-serve ticketing</li> <li>§ Review of Contact Centre completed by staff and external consultant</li> <li>§ Design of e-zone submitted and contractor appointed. Work to commenced asap.</li> <li>§ Access point for Wi-Fi installed and used for staff access to enable 'floor walkers' to queue bust and complete services for customers outside of the contact centre.</li> </ul>	<ul style="list-style-type: none"> <li>§ <b>Continue – reconfiguration &amp; introduction of e-zone to be completed</b></li> <li>§ Re-configuration of layout in Civic Centre to be implemented asap</li> <li>§ Staff and public access Wi-Fi issues to be resolved &amp; implemented to enable effective use of e-zone in readiness for universal credit implementation &amp; digital inclusion targets to be realised</li> <li>§ <b>Target Benefits:</b> reduction in unnecessary demand on contact centre staff</li> <li>§ Promotion &amp; practical education of customers regarding online services</li> <li>§ Better understanding of customer use of face to face facilities</li> </ul>
<p><b>Pilot of automated Call Handling</b></p>	<ul style="list-style-type: none"> <li>§ Successful implementation of system in Housing Benefits, Council Tax, Recovery and Business Rates</li> <li>§ Service has enabled service in Revenues &amp; Bens to continue with 2 posts lost and some long term sickness</li> <li>§ More calls being answered (lower abandonment rate) with high percentages coming through automated service</li> </ul>	<ul style="list-style-type: none"> <li>§ <b>Continue</b></li> <li>§ Appraisal of functionality and use in other service areas to be completed</li> <li>§ <b>Target Benefits:</b> improved customer satisfaction by reducing the number of abandoned calls</li> <li>§ Offering automated services to drive down costs &amp; improve efficiencies.</li> </ul>

**APPENDIX C - SUSTAINABLE SWANSEA PROGRAMME REVIEW  
NEW MODELS OF DELIVERY WORKSTREAM**

Project	Achievements to Date	Review Recommendations
<p><b>New Federated Call Centre Model</b></p>	<ul style="list-style-type: none"> <li>§ Draft model of delivery and timescales produced.</li> <li>§ Baseline data for existing corporate call centres captured</li> <li>§ Demand type data captured for key high volume areas</li> </ul>	<ul style="list-style-type: none"> <li>§ <b>Continue – to be rolled out once approved</b></li> <li>§ HoS to agree model proposal &amp; work to continue in establishing ‘as is’ model</li> <li>§ Brand the Contact Centre to encourage F2F users to get online and ask staff to assist them</li> <li>§ <b>Target Benefits:</b> structure &amp; process to project review</li> <li>§ Baseline &amp; thorough understanding of existing services to offer informed and accurate recommendations for change</li> <li>§ Benefits &amp; change accurately monitored &amp; recorded</li> </ul>
<p><b>Digital Inclusion Strategy and promotion</b></p>	<ul style="list-style-type: none"> <li>§ Strategy updated to reflect Welsh Government targets</li> <li>§ Courses started at the beginning of April. All courses full (including community courses) until 22 July with 4 non-attendees so far</li> <li>§ Rigorous measurement of targets and evidence based system of assessment has been developed for greater assurance that the training provided achieves real benefits - details in the marketing and communications</li> </ul>	<ul style="list-style-type: none"> <li>§ <b>Continue – in line with project plan</b></li> <li>§ Encourage and capture front line feedback re. online services</li> <li>§ Welsh Government whole Wales’ medium target of a reduction in digital exclusion to 13% by 2017 should not fall to Swansea council alone to achieve.</li> <li>§ <b>Target Benefits:</b> key groups identified to educate &amp; promote online services</li> </ul>

**APPENDIX C - SUSTAINABLE SWANSEA PROGRAMME REVIEW  
NEW MODELS OF DELIVERY WORKSTREAM**

Project	Achievements to Date	Review Recommendations
	plan <a href="http://staffnet/getswanseaonlinecampaign">http://staffnet/getswanseaonlinecampaign</a>	with thereby assisting in channel shift objectives

**NEW MODELS OF DELIVERY - COMMISSIONING**

<p><b>Original Scope July 14:</b></p> <p><b>Culture Services</b> <i>(incl. Leisure &amp; Libraries)</i></p>	<p>Review of Libraries has commenced outside of the Commissioning reviews and was reported to Executive Board on the 29<sup>th</sup> April 15.</p> <p>Commissioning Principle and process developed and implemented.</p> <p>Process started 19.03.15. Stage 2 Gateway Review held on the 19<sup>th</sup> May 15 and approval given to proceed to Stage 3 and 4.</p>	<p><b>Continue</b> as per programme. Review timelines for Option Appraisal development. Review has identified that External support will be required to support the Option Appraisal development.</p> <p><b>Target Benefits</b></p> <ul style="list-style-type: none"> <li>Identify the appropriate, efficient sustainable service delivery models to deliver our outcomes for our communities.</li> </ul>
<p><b>Social Care</b></p>	<p><b>Domiciliary Care started in March 15 with Residential and Day Care.</b></p> <p>Social Care delayed by 3 weeks and scope amended Day Care and Residential care deferred due to unforeseen circumstances.</p> <p><b>Facilitator to be confirmed with a view to hold vision and outcomes workshop in June</b></p>	<p><b>Continue</b></p> <p>Revise timelines to reflect delay and scope change continue to progress review. Resource to be allocated to assist in the review of Dom Care Contracts</p> <p><b>Target Benefits</b></p> <ul style="list-style-type: none"> <li>Identify the appropriate, efficient sustainable service delivery</li> </ul>

**APPENDIX C - SUSTAINABLE SWANSEA PROGRAMME REVIEW  
NEW MODELS OF DELIVERY WORKSTREAM**

Project	Achievements to Date	Review Recommendations
	<b>15.</b>	models to deliver our outcomes for our communities.
<b>Corporate Services</b>	Commissioning Process commenced Stage 1 workshop held on the 23 <sup>rd</sup> April 15.  Gateway Review planned for 16 <sup>th</sup> June 15.	<b>Continue</b> as per programme  <b>Target Benefits</b> <ul style="list-style-type: none"> <li>Identify the appropriate, efficient sustainable service delivery models to deliver our outcomes for our communities.</li> </ul>
<b>Transport &amp; Fleet</b>	Previously removed from commissioning strand.	<b>Close</b> : As previously removed from strand. progress integrated transport review as part of budget review process <b>Target Benefits</b> <ul style="list-style-type: none"> <li>Identify the appropriate, efficient sustainable service delivery models to deliver our outcomes for our communities.</li> </ul>
<b>Additions to original scope: Residential and Outdoor Centres</b>	Commissioning Process commenced Stage 1 workshop held on the 9 <sup>th</sup> April 15. Gateway Review planned for 19 <sup>th</sup> May 15.	<b>Continue</b> as per programme. Review timelines for Option Appraisal development. <b>Review has identified that External support will be required to support the Option Appraisal development.</b>

**APPENDIX C - SUSTAINABLE SWANSEA PROGRAMME REVIEW  
NEW MODELS OF DELIVERY WORKSTREAM**

Project	Achievements to Date	Review Recommendations
		<p><b>Target Benefits</b></p> <ul style="list-style-type: none"> <li>Identify the appropriate, efficient sustainable service delivery models to deliver our outcomes for our communities.</li> </ul>
<p><b>Non-schools Catering and Cleaning</b></p>	<p>Commissioning Process commenced Stage 1 workshop held on the 25<sup>th</sup> March 15. Gateway Review planned for 19<sup>th</sup> May 15.</p>	<p><b>Continue:</b> as per programme, with a view to add in schools catering in Sept 15.?</p> <p><b>Target Benefits</b></p> <ul style="list-style-type: none"> <li>Identify the appropriate, efficient sustainable service delivery models to deliver our outcomes for our communities.</li> </ul>



**APPENDIX C - SUSTAINABLE SWANSEA PROGRAMME REVIEW  
NEW MODELS OF DELIVERY WORKSTREAM**

Project	Achievements to Date	Review Recommendations
<b>NEW MODELS OF DELIVERY - COLLABORATION</b>		
<p><b>Original Scope July 14:</b></p> <p><b>Shared Back Office Services – with External Partners across Swansea and or other regions.</b></p>	<p>Not started</p>	<p><b>Close</b></p> <p>Deleted from Collaboration Strand</p> <p>Collaboration is to be closed as a discreet strand but must maintain visibility as a way of working and Link to the WAO assessment</p>
<p><b>Building Capability and Capacity to Collaborate</b></p>	<p>Approach for Collaboration is completed.</p> <p>(2) Flow Chart outlining principles, steps and actions completed in January 15.</p> <p>(2) Desktop research was completed in February 15.</p> <p>(2) Methodology identified in order to develop a Training and Development plan to rollout across the Authority.</p>	<p>Resources to be identified at next NMOD programme board to commence the Development of a Training and development plan to be rolled out across the Council.</p>
<p><b>Shared Transport Services</b></p>	<p>Not started</p>	<p><b>Defer</b></p> <p>Deleted from Collaboration Strand. There is a Transport &amp; Fleet Project in the Commissioning Strand.</p>

**APPENDIX C - SUSTAINABLE SWANSEA PROGRAMME REVIEW  
NEW MODELS OF DELIVERY WORKSTREAM**

Project	Achievements to Date	Review Recommendations
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<b>NEW MODELS OF DELIVERY - COMMUNITY ACTION</b>		
<b>Increasing Community Access to ICT</b>	Not started	<p><b>Continue</b> Move to the Customer Contact Strand. To be captured as part of the Digital inclusion works. Scope and develop implementation strategy. <b>Target Benefits:</b> To be defined by strategy</p>
<b>Informal Volunteering</b>	Not started	<b>Move to People BAU</b>
<b>Building Community/Voluntary Capacity to Run Services</b>	<p>§ Cabinet agreed to Lease Underhill Park to Mumbles Community Association – resulting in a net saving of £10k. Negotiations underway for lease to be in place by September 2015.</p> <p>§ Lease of Bowls Greens to Clubs/Community Councils (2015/16 savings to Parks £72k, with a further £63k savings in 2016/17)</p> <p>§ Consultation has taken place with a range of clubs and organisations for self-management/leasing of playing fields/pitches to sports clubs. The interest and willingness is there and we are assessing the business cases to ensure a net Council benefit in terms of the decreased costs for parks</p>	<p><b>Continue</b> Further scoping with other areas of community action to be undertaken across the programme.</p> <p><b>Target benefits:</b></p> <ul style="list-style-type: none"> <li>• Identify the appropriate, efficient sustainable service delivery models to deliver our outcomes for our communities.</li> </ul>

**APPENDIX C - SUSTAINABLE SWANSEA PROGRAMME REVIEW  
NEW MODELS OF DELIVERY WORKSTREAM**

Project	Achievements to Date	Review Recommendations
	<p>maintenance versus the loss of letting income</p> <ul style="list-style-type: none"> <li>§ Set up a Friends of Parks Forum, consisting of around 30 groups with whom we are consulting on the transfer of management and facilities</li> <li>§ Consultation completed on the revision of terms of existing licences with community</li> <li>§ Centres and senior citizen pavilions to devolve building responsibility to community groups/committees. £70k target savings for 2016/17, currently identified in Commissioning strand.</li> </ul>	

## APPENDIX D - SUSTAINABLE SWANSEA PROGRAMME REVIEW PREVENTION WORKSTREAM

Project	Achievements to Date	Review Recommendations
<b>EARLY INTERVENTION</b>		
<b>Prevention Budget: Invest to Save</b>	<p>A set of projects were developed with baseline information, good outcomes, with staff wanting to test these new approaches to tackle existing problems and pressures.</p> <p>An external company have been appointed who are working with each project on base-lining and success analysis support to enable an assessment of the business case to take place of the cost benefit of these projects.</p> <p>A fully agreed <b>Poverty Strategy</b> and action plan was agreed at Council on 4<sup>th</sup> November 2014. There is a proposal and consultancy support identified to assist the Council in forming a community interest company for food, as part of the wider Poverty strategy.</p> <p>A <b>Local Area Co-ordination</b> Model is being developed and has recruited its first 3 Co-ordinators.</p> <p>An <b>Option 2</b> team is working closely with Team around the Family, to provide short term intensive interventions for troubled families.</p>	<b>Continue</b> with all of the projects as they have now been approved.

## APPENDIX D - SUSTAINABLE SWANSEA PROGRAMME REVIEW PREVENTION WORKSTREAM

Project	Achievements to Date	Review Recommendations
	<p>The <b>Volunteering &amp; Befriending, Turn Up and Fix It and Adult Family Group Conferencing</b> projects will support the TASS programme to support people to live independently in their communities. All projects have completed the preparatory work and are commencing during May.</p> <p>The <b>Domestic Abuse</b> proposal was re-scoped and preparatory work is near completion, with the project due to commence mid May 2016.</p> <p>The original <b>NEETs</b> project did not receive political approval and has been re-scoped to deliver a project to address NEETs in Dylan Thomas and Cefn Hengoed comprehensive. In addition a <b>Cruse</b> project will provide a bereavement service for young people across Swansea.</p> <p>The <b>Workforce Development</b> will up-skill the existing workforce working with children, young people and families.</p>	

## APPENDIX D - SUSTAINABLE SWANSEA PROGRAMME REVIEW PREVENTION WORKSTREAM

Project	Achievements to Date	Review Recommendations
<p><b>Child &amp; Family Support (includes Opportunities for Young People)</b></p>	<p>The mapping of all child and family and Poverty &amp; Prevention services across the continuum of need, resulting in a broad understanding of the financial and staff resources which are available to support children, young people and families in Swansea. This includes understanding the restrictions and requirements of these activities, and where there are possible gaps.</p> <p>A set of key principles has been achieved that any approach to provision of services in the future need to adhere to.</p> <p>There is an outline of a pilot/proof of concept approach to test the partnerships, communication, processes, customers, performance and information within one area of the City &amp; County of Swansea to inform the remodelling of support to vulnerable children, young people and their families.</p>	<p><b>Continue</b></p> <ul style="list-style-type: none"> <li>• Revise the Steering group membership,</li> <li>• continue to work on the governance structure and commissioning requirements,</li> <li>• Form a project team for the implementation of the pilot project in Townhill.</li> </ul>
<p><b>Opportunities for Young People (now merged with the Child &amp; Family Support Project).</b></p>	<p>The creation of a new model for the provision of support to young people across Swansea through the creation of 3 teams: A level 1 Universal Youth Centre offer, A Level 2 targeted Communities First team and A level 3 intensive support for young people and</p>	<p><b>Continue</b> as part of the Child &amp; Family Support project.</p>

## APPENDIX D - SUSTAINABLE SWANSEA PROGRAMME REVIEW PREVENTION WORKSTREAM

Project	Achievements to Date	Review Recommendations
	<p>their families.</p> <p>A document in relation to the Development of a Lead Working Continuum for Young People in Swansea has been produced by IPC and is informing the development of this role in Swansea.</p> <p>Workforce development for Lead Workers is being run in partnership with child and family services</p> <p>The Level 3 restructure is underway and should be completed by the end of May/June 2015.</p> <p>The Lead worker approach at Level 3 has been tested successfully by 3 youth workers paid for by the 14-19 Education funding. This learning is feeding into the project.</p>	
<p><b>Transforming Adult Social Services (TASS)</b></p>	<p>An agreement was made in the Prevention Board to limit the duplicate reporting of the TASS programme as this was already providing weekly and monthly updates to scrutiny and the TASS board.</p>	<p><b>Continue</b></p> <p>Review what's been delivered across the programme so far and what it has achieved.</p> <p>Continuing the review of the Prevention work stream will potentially result in TASS remaining as a project under the</p>

## APPENDIX D - SUSTAINABLE SWANSEA PROGRAMME REVIEW PREVENTION WORKSTREAM

Project	Achievements to Date	Review Recommendations
		Promoting Safe Independence Strand.
<b>Intermediate Care Fund</b>	Implementation of an integrated front door with health.	<p><b>Continue</b></p> <p>Look at the reporting of TASS and Intermediate Care Fund as two programmes within the strand, and review these arrangements ensuring they are appropriate.</p> <p>Continuing the review of the Prevention work stream will potentially result in ICF remaining as a project under the 'Promoting Safe Independence' Strand.</p>
<b>Out of Area Placements</b>	<ul style="list-style-type: none"> <li>• Accessing appropriate background data on current numbers, nature and costs in relation to out of area placements as well as trends and issues, in order to enable an initial review of key drivers/causes</li> <li>• Initial consideration of a specific proposal made to the Council by Horizons Educare in respect of Autism development / placements</li> <li>• Initial consideration of linkages with other strands / business plan priorities in relation to demand management within schools</li> <li>• Review of processes &amp; rates re inter-authority recoupment</li> </ul>	<p><b>Continue</b></p> <p>To identify whether this project is still a priority, and whether it can be included in the wider work within the LAC reduction strategy and Child and families support continuum, or continues to be driven by Education, in partnership with Social Services.</p> <p>Continuing the review of the Prevention work stream will potentially result in this being delivered under the 'Supporting</p>



## APPENDIX D - SUSTAINABLE SWANSEA PROGRAMME REVIEW PREVENTION WORKSTREAM

Project	Achievements to Date	Review Recommendations
	<ul style="list-style-type: none"> <li>The provision of a report to advise on an approach to take this work forward identifying potential savings.</li> </ul>	Children and Families' strand.
<b>Local Area Co-ordination</b>	<p>Local Area Coordination Leadership Group established to take forward this work across the Council as a changed ethos to delivery. Local Area Coordination Project Steering Group &amp; ToR have been established.</p> <p>Initial Local Area Coordination Leadership Meeting held 3<sup>rd</sup> July, with Ralph Broad, Inclusive Neighbourhoods who has been commissioned to guide the regional programme, and to provide expertise and support to local projects. This was also attended by other Council departments and SCVS.</p> <p>Ralph's Presentation to LAC Leadership meeting: <i>Local Area Coordination Getting Started- Getting it Right.</i></p> <p><b>Some initial design principles:</b></p> <ul style="list-style-type: none"> <li>- Strengths based, releasing people to be free, independent</li> <li>- Whole systems focus, with active 3<sup>rd</sup> sector</li> <li>- Shared learning at all levels</li> <li>- Community leadership/ coproduction</li> <li>- Population areas 10-17000 per LAC</li> </ul>	<p><b>Continue</b></p> <p>That the LAC programme progress under the proposed new 'Prevention &amp; Well-being'* and Demand Management strand.</p> <p><i>* Strand proposals are to be agreed.</i></p>

## APPENDIX D - SUSTAINABLE SWANSEA PROGRAMME REVIEW PREVENTION WORKSTREAM

Project	Achievements to Date	Review Recommendations
	<p>- 2 levels:</p> <p>First level: low level /relationships Second level: 60-65 people high level interventions</p> <p>3 trial areas have been identified and 3 Local Area co-ordinators have been appointed. The evaluation will be undertaken by Swansea University.</p>	
<b>Prevention Strategy</b>	<p>A set of case studies on existing preventative services from across the whole Council have been collected.</p> <p>A definition of Prevention has been agreed by staff, departments, and the work stream.</p> <p>A draft prevention strategy has been produced.</p> <p>An external consultant from IESE is supporting the cost-benefit analysis required for the strategy.</p>	<p><b>Continue</b></p> <ul style="list-style-type: none"> <li>• Link more with Sara Harvey in Western Bay around the requirements of the Social Services and Wellbeing Act –</li> <li>• Align the strategy with the SS&amp;WBA and present to Executive Board and the Leadership group at a future date.</li> </ul>

<b>DEMAND MANAGEMENT</b>		
<b>Insight Understanding Demand</b>	Training/ Awareness sessions developed, Food for Thought sessions diarised	<p><b>Continue</b></p> <p>Closer engagement and dialogue. Arrange</p>

**APPENDIX D - SUSTAINABLE SWANSEA PROGRAMME REVIEW  
PREVENTION WORKSTREAM**

Project	Achievements to Date	Review Recommendations
	<p>Engagement of the Innovation Community</p> <p>Demand Management incorporated into Business Planning</p> <p>Identified resources to capture demand across the organisation</p> <p>Next steps as per plan: Analysis of customer insight data and recommendations June / July. Baseline financial measure</p>	<p>to meet with HoS to raise awareness of DM Strand, the training sessions and data capturing exercise.</p> <p>Under review as customer insight maturity develops across the organisation</p>

## APPENDIX D - SUSTAINABLE SWANSEA PROGRAMME REVIEW PREVENTION WORKSTREAM

Project	Achievements to Date	Review Recommendations
<p><b>Shaping Demand “Changing the Front Door” and the Demand Management Toolkit</b></p>	<p>Demand Management Knowledge Hub and Toolkit have been developed and are available on StaffNet.</p> <p>Working with the Continuous Improvement Strand by shadowing the Systems Thinking work (Vanguard) to feed lessons learned into the DM Toolkit.</p> <p>Pilot group identified to test Knowledge Hub and Toolkit.</p> <p>Next steps as per plan: Customer Insight informing priority areas. Baseline financial measure.</p>	<p><b>Continue</b></p> <p>None at this stage – under review as campaigns deliver</p>
<p><b>Co-production</b></p>	<p>Research completed with other Councils to identify examples of successful Coproduction initiatives which have reduced demand on Council resources.</p> <p>Next steps as per plan:</p>	<p><b>Continue</b></p> <p>To link with Community Action and Collaboration Strand Leads to ensure demand is being considered appropriately and capture</p>
<p><b>Communications Campaign-Behaviour Change</b></p>	<p>Communications and marketing campaigns are in flight across the organisation for a number of demand management projects, overseen by the marketing and Communications team.</p>	<p><b>Continue</b></p> <p>None at this stage – under review as campaigns deliver</p>

## APPENDIX D - SUSTAINABLE SWANSEA PROGRAMME REVIEW PREVENTION WORKSTREAM

Project	Achievements to Date	Review Recommendations
	<p>Next steps as per plan: Increase pace and size of internal and external campaigns. Temporary resources have been made available to deliver this. Baseline financial measure.</p>	
<p><b>Priority Interventions</b></p>	<p>The Waste and Recycling service has identified £100,000 (plus delivery costs) savings which will be realised over 12 months (this financial year)</p> <p>Identified Children &amp; Young People Family Support Continuum as an area which requires demand management. Work is in early stages.</p> <p>Next steps as per plan: Analysis of further priority areas emerging from service business plans. Baseline financial measure</p>	<p><b>Continue</b></p> <p>None at this stage – under review as this project delivers</p>
<p><b>Whole System Change</b></p>	<p>Establishing links with partners to raise awareness and understand demand across the ‘whole system’ and the impact on CCoS, e.g. Swansea University (students), Health, other LA partners. Next steps as per plan: input to Swansea LSB. Baseline financial measure</p>	<p><b>Continue</b></p> <p>Visioning with Swansea University</p>

**APPENDIX E - SUSTAINABLE SWANSEA PROGRAMME REVIEW  
STOPPING SERVICES WORKSTREAM**

<b>COUNCIL PRIORITIES</b>		
<b>Project</b>	<b>Achievements to Date</b>	<b>Review Recommendations</b>
<b>Core Purpose of the Council:</b> review of priorities & new single corporate plan	Public consultation on Sustainable Swansea “Continuing the Conversation” New Corporate Plan approved by Council in February 2015	<b>Continue</b> Further public engagement during Autumn/Winter 2015
<b>Budget Activity Reviews:</b> stopping services or spending less	£1m target set for each financial year Service reduction proposals identified by Heads of Service for 2015/16 and beyond Included in budget consultation with residents Savings incorporated into the MTFP	<b>Continue</b> BRSG to oversee targeted proposals based on an assessment of lower priority areas (in addition to proposal from Commissioning Reviews etc)
<b>FUTURE COUNCIL</b>		
<b>Project</b>	<b>Achievements to Date</b>	<b>Review Recommendations</b>
<b>Look and Feel of the Council</b>	Employee engagement as part of the Sustainable Swansea roadshows; Employee Opinion Survey undertaken Peer Review Action Plan includes further work on the Change Plan for the Council etc	<b>Continue</b> Further employee engagement during Summer 2015, linked to the Swansea Story
<b>New Operating Model:</b> potential changes to organisational and management structures	£750k target included for 2015/16 No action taken in 2014/15 Links to the review of management layers within the Workforce Strand	<b>Continue?</b> Exec Board to review

**APPENDIX F - SUSTAINABLE SWANSEA – FIT FOR THE FUTURE**

**Corporate Resource requirements to increase pace of Sustainable Swansea and deliver transformational change**

POST / RESOURCE	FTE	STRAND(S) THIS WILL SUPPORT	DELIVERABLES
Business Process Analysts	1.5	Assets (0.5) Commissioning (1.0)	<ul style="list-style-type: none"> <li>• Production of scoping and other review documentation</li> <li>• Facilitated workshops to document business processes</li> <li>• Identified issues/constraints surrounding the process</li> <li>• Re-engineered processes - streamlined, challenged, removing gaps, inefficiencies etc.</li> <li>• Completed business transition plan and change/training documentation</li> <li>• Identified benefits realisation</li> </ul>
Financial Analysts*	1.5	3 <sup>rd</sup> Party Spend (0.25) Income and Charging (0.25) Commissioning (0.5) Early Intervention (0.5)	<ul style="list-style-type: none"> <li>• Quantifying and establishing the case for change in financial terms</li> <li>• Supporting service managers, project and delivery teams to gather, review and analyse data, financial and otherwise</li> <li>• Expertise around financial modelling, risk assessment and cost benefit analysis</li> <li>• Informed decision making regarding present and future investments</li> <li>• Evaluation of the market environment</li> <li>• Commercial experience and knowledge</li> <li>• Data and statistics reporting</li> <li>• Recommendations on activities and practices</li> </ul>
Project Co-ordinator	2.5	Commissioning (1.0) Collaboration (0.5) Community Action (1.0)	<ul style="list-style-type: none"> <li>• Support Services to identify customer needs and interdependencies with other strands</li> <li>• Work with strand leads to identify and assess opportunities and risks</li> <li>• Production of key documentation, plans and reports ensuring they are completed in a timely manner and maintained accordingly.</li> <li>• Manage the Programme meeting/workshop schedules</li> <li>• A focal point for any administrative procedures</li> <li>• Support creativity and innovation</li> </ul>
Marketing / Communications	1.0	Demand Management and Early intervention (0.5) Service change across all strands (0.5)	<ul style="list-style-type: none"> <li>• Effective communication with key internal and external stakeholders on the aims and achievement of the Sustainable Swansea programme</li> <li>• Help develop promotional materials and build innovative marketing strategies for behaviour change</li> <li>• Help organise engagement events and workshops</li> </ul>

POST / RESOURCE	FTE	STRAND(S) THIS WILL SUPPORT	DELIVERABLES
			<ul style="list-style-type: none"> <li>• Help produce print and digital marketing materials</li> <li>• Build key relations with the Council's communications team</li> </ul>
HR	1.0	Early intervention (0.5) Management of Change from Strand Projects (0.5)	<ul style="list-style-type: none"> <li>• Support the development and implementation of new and revised HR policies and procedures (including required consultation/communication/briefings)</li> <li>• Help address policy and procedural weaknesses and improve internal systems</li> <li>• Help ensure legal compliance by monitoring existing HR policies during change</li> <li>• Maintain an overview of the people change aspects of the whole programme</li> <li>• Build key relations with the Council's HR team</li> </ul>
Sustainable Swansea Programme Manager (Grade 12)	1.0	All strands (1.0)	<ul style="list-style-type: none"> <li>• Manage the day to day delivery of the agreed programme</li> <li>• Ensure robust process are in place for benefits realisation and to provide requisite challenge</li> <li>• Oversee the Change Management plan</li> <li>• Lead programme management governance and practice</li> <li>• Manage Risks and Inter dependencies</li> </ul>
IESE / Gartner / Apse/ etc  Subject matter expertise, case by case basis		Customer Contact 3 <sup>rd</sup> party spend Commissioning Demand Management Support Services Financial Analysis*	<ul style="list-style-type: none"> <li>• Provision of subject matter expertise and additional capacity on a business case basis</li> <li>• External challenge and new thinking</li> <li>• Knowledge transfer</li> </ul>
<b>TOTAL</b>	<b>8.5</b>		

\* Financial analysis may need to be a blend of additional in house and commissioned



# Sustainable Swansea - Fit for the Future Governance Structure

STRATEGIC

PROGRAMME

DELIVERY

ICT / Innovation Community

